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MARRIOTT

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SUMMER 2013



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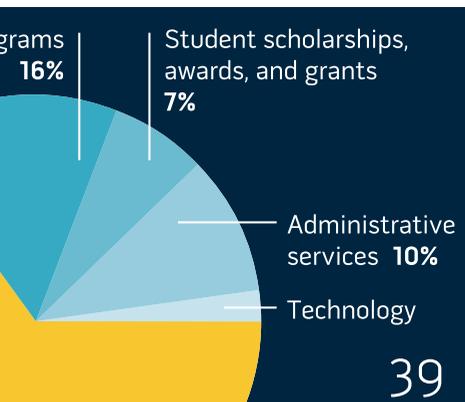
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◀ **SPRING BLOSSOMS OUTSIDE THE TANNER BUILDING.**
PHOTO BY ANTHONY BARAJAS.

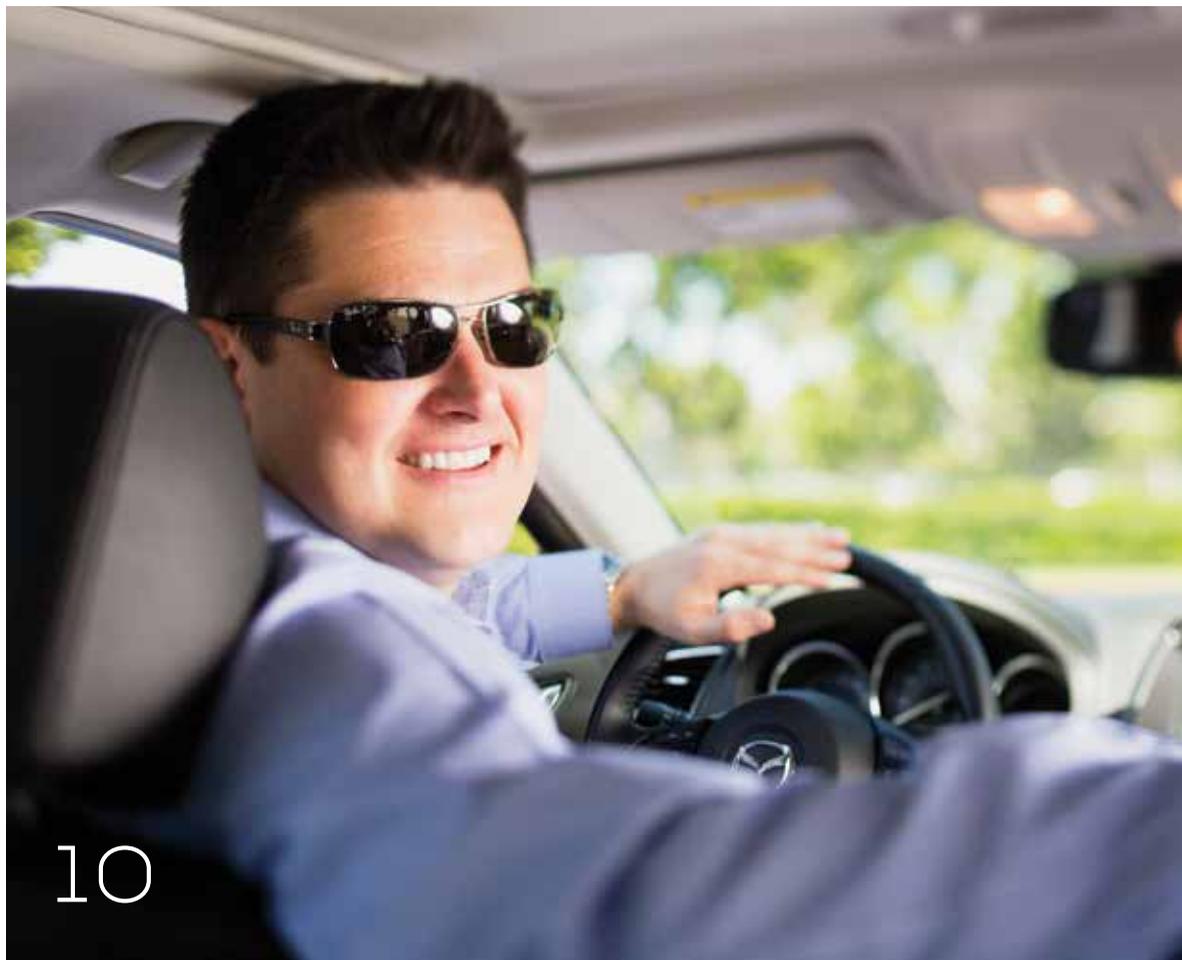
You're taking the elevator? I've never thought of that before. What a novel idea! Yeah, a device that moves you up. • Look! It's President Samuelson. That's the closest I've ever been to him. You could have touched him! • I can't figure out if you are asking me questions or just rambling. I'm just thinking out loud. • So the ask yield—is that yield to maturity? Yeah, maybe. I think that sounds right. • That's what freedom of choice means! You can put bacon with your granola bars! • That sort of makes sense. I'm not positive I get it, but I might get it. • I love economics. I'm kind of a nerd. • Robert Frost's "The Road Not Taken"? Let's not do poetry today—or any other day. • The Spanish language and I don't get along. • You like this shirt? Yeah, I need to start going to D.I. myself. • You see that guy over there in the suit? Who? They're all in suits. • I asked my roommate what her Klout Score was, and she didn't know what I was talking about. • I love me some chocolate milk. • I don't know if I can awkwardly communicate on demand. You sure about that? • All of the things I am not, I am online. • I never go anywhere. Why would I? I have a comfortable chair and a big computer screen. • I want to work there because of its culture. It's like BYU, where everyone is helping everyone. • The entire interview was me talking. My mouth got so dry. It was disgusting. • Have you ever worked in a restaurant? Yeah, I used to be a server. I learned from it, but it was a tough environment. • I have hockey on Tuesday and Thursday, so I might be late to class. Do you want to win a game or get a good grade? • I emailed it to myself. It's kind of like writing to my future self. Then it's always a surprise when it comes in. It's like a gift to me. • What was that noise you just made? It sounded like a dying animal. That was my no-hope moan. • I walk away for two minutes and come back to four messages. My phone is blowing up. • What are you still doing here? I had to look something up on Twitter. It's my source for news and entertainment. That sounds like a tagline. • I tried to fill up my water bottle in the drinking fountain, but I got 75 percent of the water on me instead. • I've always thought this building was the prettiest on campus. There's just so much light coming through the windows. • I can never sleep in public. I'm always afraid someone will rob me or, worse, draw on my face with a Sharpie. Pretty sure the first one is worse. I don't know. Have you ever had a permanent marker mustache?

**OVERHEARD
IN THE
TANNER**



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Cover illustration by Iker Ayestaran

CONVOCATION ADDRESS GIVEN BY
• GAIL MILLER •

AN UNEXPECTED CAREER

I am not a college graduate. I was content to be a wife, mother, and homemaker, but four years ago my life changed course. Two events led me into business: the passing of my husband, Larry, and becoming sole owner of a large group of businesses.

Today I am responsible for one of the ten largest, privately owned automotive groups in the country. Last year I represented Utah as Time magazine's Dealer of the Year. In 2009 Larry, who had just passed away, and I were named entrepreneurs of the decade by MountainWest Capital Network. That same year I was named Utah's most influential person in sports as owner of the Utah Jazz.

I oversee the Larry H. and Gail Miller Family Foundation, which funds the Joseph Smith Papers Project, and I am president of more than eighty companies. I have two honorary doctorate degrees. I am vice chair of the board of trustees of Salt Lake Community College. I am a member of the President's Leadership Council at BYU, and I serve on the National Advisory Council at the University of Utah. I have a Silver Beaver Award from the Boy Scouts of America, and I have the final say on who plays for the Utah Jazz.

But I never planned to be a businesswoman.



LEARNING FROM THE PAST

I was born shortly after the end of the Great Depression, the sixth of nine children. Being born in that time meant our family was poor—everyone was poor. Sometimes we had to move our one lightbulb from room to room. Money was scarce and so was food.

My father was a shoemaker and later a salesman. It was difficult for him to make a decent living. With nine children, my mother never worked outside of the home. She never drove a car. She taught me early to make my own clothes and cut my own hair.

Because of my humble circumstances I had numerous opportunities to develop talents, to learn problem-solving skills, and to exercise patience. I learned to make the most of what I had.

I consider the circumstances of my upbringing one of the major blessings of my life. The many things I learned prepared me for the life I was to live. This is a truth for all of us. The experiences of our lives prepare us for the future. It's important we pay attention along the way.

Even though my family was poor, I learned there were many things in life more valuable than money. If I had sufficient for my needs, that was enough. Money was not then—and never has been—a driving force in my life.

The first and only real job I had on my own was with Mountain Bell Telephone Company. I was a senior in high school and worked as a telephone operator. I loved it. My father had a stroke the year after I started, and I suddenly became the only source of income for our family. I dropped out of the University of Utah to take care of the household and a younger brother and sister, and I never went back to school.

I willingly accepted the responsibility that had fallen upon me, and after several months in the hospital in California, my father was able to come home. My mother took care of him until he died two years later.

MOVING FORWARD

Just before my father died, Larry and I decided to get married. That is, I decided to get married, and I asked Larry if he wanted to join me. We'd talked about marriage before,

but he was a slow learner and hadn't gotten around to asking me. After six years of dating, I took matters into my own hands and asked him.

With our marriage we were making a declaration of independence. We had each other, and we were determined to make things work on our own.

After a few years of living in Salt Lake, we decided to move to Colorado to better our lives. It was there that we learned how to prepare for the future.

When we moved, we had two children and another on the way. Larry realized he needed to provide a good life for us. He began working crazy hours, and our future was looking good financially.

We were living within our means and putting money away for the future by making investments in stocks and bonds. Larry had received several promotions. He started as a parts manager and moved up to be the operations manager over five dealerships. With each promotion came an increase in pay, which we saved or invested.

About a year after he became the operations manager, our world turned upside down.

The owner, Chuck Stevinson, asked Larry to return to the Toyota store where he started out to teach Stevinson's sons the business. Larry saw the writing on the wall—eight sons, five dealerships. He was certainly willing to be a mentor for these young men, but he could see things were going to be very different than he had planned.

COMING HOME

On a parallel track to business, our spiritual lives were also changing. When we moved to Colorado, we had not been active in the Church. Both of us were raised Mormon but had become inactive.

A few days after moving to Colorado, my five-year-old son said to me, "Mommy, where does God live?" I knew then I had to go back to church with the children. I found a ward and got the boys into Primary.

Soon after, the bishop called and invited Larry and me to come to church on Sunday. It took several years for Larry to find his way back, but the children and I started going regularly from that time on. Little by little, Larry

finally agreed to come to priesthood meeting. Eventually he came to Sunday School and sacrament meeting. Then the bishop made his move and asked Larry to take a calling.

At first it was assistant volleyball coach and then coach. When the instructor for the priests quorum moved away, the bishop asked Larry to take that calling.

One day about a year later, the bishop told Larry it was time to receive the Melchizedek Priesthood. Larry said he was willing to discuss that, but he wanted to know how to prepare—he wasn't sure he was ready.

As they talked about the requirements, there were two things Larry had problems with—he said bad words sometimes and he did not pay tithing. They worked out the first to the bishop's satisfaction, and Larry committed to paying tithing. He told me to start paying tithing with the first paycheck in January 1979 and to never ask him about it again. He didn't want a chance to change his mind.

REAPING BLESSINGS

These two parallel but separate tracks converged dramatically in March 1979. We'd been paying tithing for about three months, and Larry's boss had given him what amounted to a demotion.

That next month we came to Salt Lake City for a vacation. During that trip we purchased our first dealership in Murray, Utah. We did that with the money we had saved and invested while we were in Colorado. On 1 May 1979 we began a grand new adventure of being in business for ourselves. Because those two tracks were so parallel, we believed that Heavenly Father was watching over us and guiding our lives.

In March 1980 we took our five children to the temple and were sealed for eternity. It soon became apparent to us that Heavenly Father had a mission and a stewardship for us. Opportunities and doors began opening, and our lives were guided as we sought counsel through prayer each day.

I believe I am who I am today because of my experiences in the business world. Those experiences were built on the foundation of my youth. I've been rich and poor, and I'm still the same person either way. I know who I am and what I stand for.

BUILDING SUCCESS

As you begin your career, remember who your real partners are. Heavenly Father wants you to succeed. He will always be your partner. He will be there to guide you. All you have to do is invite Him to do so.

Your other partner is your spouse. Larry prepared me for my current role by sharing with me every day. I learned everything I know about business from him, and I was ready when the time came for me to step in. Even though I don't run the day-to-day operations, I have valuable institutional knowledge that has allowed me to be a bridge between Larry and our son Greg, who is the current CEO, and to be a valuable resource for other employees.

Building a successful business has been quite a journey. Many lessons have been

learned along the way. The most important lesson I've learned is about money. Whether you're successful or whether you fail and start over, don't let money change who you are. Always keep it in perspective.

Larry used money like a report card. He felt it was a measure of how he was doing and a tool to do good. In fact, he often said, "Go about doing good until there's too much good in the world."

You also need to be resourceful. Use your talents and develop new ones in the process. There's no limit to the talents you can have. God will help you when you help yourself.

Be independent. Take responsibility for yourself. Live your life on purpose. Do something you want to do—something that makes you happy.

Be prepared when opportunity comes your way by being frugal, but also be prepared for disappointment, because it will surely come. We've had our share. Don't be afraid to fail. You can always start again, and you'll be stronger for the experience.

Give serious consideration to what it means to be a steward and to help those who can't do for themselves. Give back, pay it forward, and do at least one good thing every day.

These are the driving principles that make up the foundation of success: pay your tithing, pay your taxes, build your resource base by reinvesting in your business and in your life, and always be a good steward. **M**

ABOUT THE SPEAKER

Gail Miller is the owner of the Larry H. Miller Group of Companies, which includes car dealerships, sports and entertainment ventures, restaurants, insurance and advertising businesses, and several charities. This text is taken from remarks she gave at convocation on 26 April 2013.

PHOTO CREDITS

Page 5 by Bradley Slade. Page 7 (upper left) by Mark Philbrick. Page 7 (others) courtesy of the Miller family.



IT SOON BECAME APPARENT TO US THAT HEAVENLY FATHER HAD A MISSION AND A STEWARDSHIP FOR US. OPPORTUNITIES AND DOORS BEGAN OPENING, AND OUR LIVES WERE GUIDED AS WE SOUGHT COUNSEL THROUGH PRAYER EACH DAY.



BY CHADWICK LITTLE

by the NUMBERS

Mu\$ic Inc.

Whether you're surfin' safari or spending time where the livin' is easy, the sounds of summer have been heating up the music business for decades. Here's a look at some chart-topping facts.



34%

THE PERCENTAGE OF TOTAL MUSIC INDUSTRY REVENUES GENERATED BY DIGITAL DOWNLOADS.

With more than 30 million licensed tracks available to download, finding a favorite song shouldn't be a problem. Digital channels help generate \$5.6 billion in revenue for the music industry annually. Even then, digital is no match for CDs, where the average consumer is still spending \$17.94 each month.

Sources: bango, TNS Omnibus Survey, IFPI

\$68.76

THE AVERAGE COST OF A 2012 NORTH AMERICAN CONCERT TICKET.

Last year 36.7 million devotees across North America flocked to see their favorite artists perform live. This represents a 5 percent increase from 2011. The Material Girl is still going strong as the top grosser—pulling in almost \$134 million from forty-five concerts in thirty-one cities. Bruce Springsteen with his E Street Band is not far behind the top spot, raking in more than \$104 million from his 2012 Wrecking Ball tour.



Source: Pollstar



66 MILLION

THE NUMBER OF ACTIVE PANDORA USERS.

Radio static is a thing of the past. With Internet radio, listeners can enjoy crystal-clear stations from around the world without ever

leaving Peoria—thanks to radio services like Pandora. In fact, 8 percent of all radio listening in the United States is already done through this provider. The service is becoming so popular that sixty brands of cars now support it.

Source: *IFPI*

55,600

THE NUMBER OF SOLD-OUT SEATS FOR THE BEATLES AT SHEA STADIUM.

Making history as one of the first stadium mega-concerts, the 1965 Beatlemania spectacle brought in a then-record gross of \$304,000. With tickets priced from \$4.50 to \$5.75, it was too bad the concert organizers didn't use some of that cash to buy additional sound equipment. The Fab Four later stated they couldn't hear what they were playing because of their screaming fans.

Source: *BBC*



Wikipedia

14 MILLION

THE NUMBER OF TIMES "YOU'VE LOST THAT LOVIN' FEELIN'" HAS HIT THE AIRWAVES.

With more than 14 million airplays on radio and film, "You've Lost That Lovin' Feelin'" is the most-played song of all time. In fact, if you were to listen to all of those performances back-to-back, you'd be grooving to the Righteous Brothers for more than eighty years.

Sources: *BMI, Rock and Roll Hall of Fame*



30 SECONDS

THE FASTEST TIME TO SELL OUT TWO CONCERTS AT MADISON SQUARE GARDEN.

Move over, Taylor Swift. Justin Bieber is the new record holder in town. The Biebs sold out his two Believe shows at the famed venue in record time—cutting Swift's former record of one minute in half. And if that wasn't enough, JB went on to sell out his entire forty-five-city North American tour in just one hour.

Sources: *Twitter, CNN*



FULL SPEED AHEAD

The red Porsche featured clean lines and 390 horsepower, but for fifteen-year-old Eric Watson, it might as well have been the family station wagon. - This was the first time the high schooler had slid into the driver's seat. But his boss, the owner of an import/export car dealership, insisted Watson get the feel for a tricky transmission before he started shuffling cars around the lot. - "He was surprised I didn't already know how to drive," Watson recalls. "He threw me into that expensive car to test the waters." - After just twenty minutes and a handful of stalls, Watson secured his role as car jockey, sparking a lifelong interest in axles, engines, and speed. - That passion has fueled the Marriott School grad's career, eventually landing him a top marketing position with Mazda. And while there've been stops along the way, one thing is definite—Eric Watson has no trouble shifting gears.

■ BY MEGAN BINGHAM

■ PHOTOGRAPHY BY BRADLEY SLADE



Eric Watson
BS MARKETING, 1996

LEADING
ALUMNI

▪ CALIFORNIA DREAMIN'

Born and raised in the heart of Orange County, California, Watson and his two younger sisters had an idyllic childhood. Their mother stayed home, and Watson's father was an officer on the Costa Mesa police force—something young Watson didn't think much about until one sunny afternoon.

The final bell had rung, and ten-year-old Watson and his friends celebrated with a round of hide-and-seek. Spotting the elementary school's covered walkway, the boys decided to take the game on the roof. A police helicopter sighted the trespassers, and soon Watson was headed home in a squad car.

When his father answered the door, an officer handed him the repentant youngster and said, "Sergeant Watson, here's your son."

"That was an incredibly embarrassing moment," Watson recalls. "I didn't ever want my dad to be disappointed in me."

The lesson stuck. Watson worked hard in school, determined to make his parents proud.

When he entered high school, he had room for an elective course. He signed up for Film and Television Production and fell in love. He enrolled in the class for the next three years.

The hours spent filming soon translated into a small business for Watson and his best friend, Perry. The pair recorded school assemblies, plays, and programs, selling edited copies to proud parents and grandparents.

"Deciding which tricks to use with the camera was fascinating," Watson says. "But the most enjoyable part was telling the story."

▪ ZOOM ZOOM

Last October Watson was behind the camera again—this time with Mazda on a commercial shoot for the company's full-size crossover, the CX-9. Filming in Los Angeles, a seventy-five-person team spent nearly seventeen hours on the first day of shooting. The result: a mere fifteen seconds on the screen.

While a Mazda ad may seem worlds away from a high school film class, Watson disagrees.

"The technology is obviously much more advanced, but the basics are the

same," he counters. "It's my job to tell Mazda's story to customers and to find a clever way to do it."

On a daily basis Watson—whose official title is group manager of brand and marketing communications—works with a twelve-person team to gather research, create strategies, and develop creative marketing materials for Mazda's products.

Working off a twenty-four-month calendar, his team looks far down the road to determine what buyers will want. At the eighteen-month mark, Watson holds clinics with consumers and dealers to gauge interest. After that it's time to start preparing communications to flood media channels when the product launches.

In the coming months Mazda is planning to expand its family with several new models. For Watson, that means more research, more creativity, and more storytelling.

"The designs are aggressive, and the technology is premium," Watson says of the yet-to-be released installments. "I'm hoping we can convey that to customers."

▪ THREE STRIKES

While Watson exudes expertise, it's fair to say he hasn't always been a polished auto industry insider.

After a year at Orange Coast College, Watson departed on an LDS mission to Ecuador. His stint in a suit and tie was a singular experience—exposing him to another *modus vivendi*—and proved to be the gateway to his future.

Halfway through his mission, Watson spotted a picture of a pretty woman on a fellow missionary's bulletin board. She was a friend of the missionary's family. Watson found her attractive but soon forgot about the girl in the photo.

That is until he ran into her at a missionary homecoming. Her name was Carie Kerstiens, and she, like Watson, was slated to attend BYU the next semester. Their conversation was brief but made a lasting impression.

On the day after Watson moved into his apartment near campus, he met her again—she was moving her things into the unit directly above his. He didn't wait for another chance, and the pair married the following summer.

▪ TRADE SCHOOL

While Carie pursued a degree in history, Watson was all business. After a quick dabble in entrepreneurship, he made the switch to marketing.

That decision crystallized when one of Watson's professors challenged his class with a semester-long consulting project. Watson's group of five was assigned to work with Auto Shade. The auto-accessories company wanted to make their packaging more visually appealing.

For Watson, the project confirmed he was in the right field. "It gave me a boost of confidence that I was going to be able to



A behind-the-scenes look at the CX-9 shoot Watson supervised last fall. The final result, "Incredible World," has nearly five million hits on YouTube.

take what I learned at the Marriott School and apply it in the real world," he says.

At the end of the semester, the group's suggestions met with acclaim from company execs. In fact Watson was so proud of his team's work, he's still got a bound copy of the presentation.

▪ FAST TRACK

According to Watson, there's no better job than marketing cars.

He's taken a Jaguar down an airport runway at 165 miles per hour, towed a ten-thousand-pound trailer up the Continental Divide with a Ford truck, and battled muddy roads in a Range Rover outside Eastnor Castle in England.

But before he tackled those obstacles, Watson was working his first job as a sales manager for Ford Motor Company in Orlando, Florida.

The position took him across the state



**“YOU NEED A PERSONAL RELATIONSHIP
WITH THE PEOPLE YOU’RE DOING BUSINESS WITH.
IT’S NOT AS EASY AS SENDING OUT AN EMAIL AND
EVERYONE SAYING, ‘YES, WE’LL DO IT!’”**

multiple times a week, but the extensive travel became a boon to Watson’s fledgling career.

“Instead of going back to my hotel in the evening, I’d spend extra hours at the dealership, learning the business in detail,” Watson explains. “It gave me a different relationship with the owners. They saw the amount of effort I was willing to put in.”

With two years in Florida and another two in Colorado under his belt, Watson accepted a position at Ford headquarters in Detroit, where he worked in digital marketing. Next he moved to the division developing online shopping tools before taking on a finance job.

While the variety of roles may seem scattered, Watson has always had one goal in mind—get as much experience as possible.

“I’ve been willing to take a chance,” he says. “It’s hard to move and relocate your family, but I knew if people saw me excel in other functions, it would open up new opportunities for us.”

▪ **DRIVE TIME**

One of those opportunities, the role of regional marketing manager, gave Watson his first foray into leadership. Based in Seattle, Watson was charged with managing advertising and events across seven states and nearly two hundred dealerships.

At the time, Ford was rolling out a voluntary program where dealers could make a 2 percent contribution to a local advertising fund. Dealership owners across the country signed up, and Watson didn’t see why dealers in Montana would be any different.

To spread the news, he sent an email to all thirty-two dealers in the state, asking for their vote to move the program forward.

“It was a miserable failure,” he recalls. “They weren’t going to do it, and I couldn’t understand why.”

Watson decided to take his campaign on the road. He spent ten days driving across Montana, making a stop at each dealership. He listened to concerns and explained what Ford would do with the money.

Unsurprisingly, the next vote had a

different outcome—all thirty-two dealers signed on.

“You need a personal relationship with the people you’re doing business with,” Watson says of the experience. “It’s not as easy as sending out an email and everyone saying, ‘Yes, we’ll do it!’”

▪ **HOMeward BOUND**

After years on the road, Watson and Carie were growing weary of the constant roving. They’d added three boys to the family, and the time seemed right to ease into a more settled life.

Luckily an opportunity opened up in Irvine, California, just a few miles from Watson’s hometown. And there was a bonus. The position was at Jaguar and Land Rover, both owned by Ford at the time.

The family settled into West Coast life, and Watson spent three years managing the certified pre-owned program and sales operations for the brands.

Then came the Great Recession and a dizzying tailspin for the auto industry.

By the summer of 2008, Jaguar and Land Rover were in the hands of Indian carmaker Tata Motors, which had announced plans to move operations to New Jersey.

“My wife and I had only been in California for three years, and we had spent most of our adult lives trying to get back here,” Watson says. “We weren’t ready to leave.”

Cashing in some of the good will Watson had accrued gave him an extra year in California in a finance role for the brand.

At the end of that gig, the economic downturn presented Watson with another opportunity. Ford was also selling its interest in Mazda, which needed someone to help with its certified pre-owned program.

Watson accepted the challenge, finding his previous experience invaluable.

“It opened up an opportunity for me to create something from the ground up,” Watson explains. “I was given a small team and limited resources to come up with a plan of action.”

The resulting program was a huge boon

for the company. Sales increased 300 percent during the first twelve months and have grown steadily since.

But the program’s success did more than cement Watson’s future at Mazda. It kept his family in Orange County and allowed the Watsons to finally put down roots.

▪ **PIT CREW**

If you ask Watson what he’s most proud of, he doesn’t hesitate—it’s his family.

“Being a dad is a great reward,” he says. “It’s wonderful to see your children grow and mature.”

His sons, now fifteen, twelve, and ten years old, are equally loyal.

During a family vacation several years ago, a rental car company assigned the Watsons a Chevy for their trip. Watson’s middle son was distraught. He puffed out his chest, crossed his arms, and plopped down on the curb. He wasn’t getting into anything other than a Ford.

Watson and his wife tried everything,

including asking for a different car. When that turned up empty, they used logic: “If you want to come on vacation with us, you’re going to have to get in the car.” That did the trick, though the little guy still expressed his disdain for the Chevy.

“He’s a little more accepting of other cars now,” Watson laughs. “The boys are good with Mazdas.”

While it’s too early to tell if any of his sons will follow in their father’s footsteps, one of them is showing interest in the things that got Watson into the industry in the first place—creating and editing short films.

It wouldn’t be the first time things have gone back to the beginning for Watson.

“The auto industry is very cyclical, and every ten years there’s a bit of a blip,” he says. “We’ve just come through a very difficult one, but I’m looking forward to ten years of growth and opportunity.”

For Watson, there’s plenty of open road ahead. **M**



FEEDING THE FISHERS OF MEN



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CHANGING THE MISSIONARY AGE infused excitement and opened doors for many new opportunities. It also created a few challenges. One of these challenges at the Provo MTC was how to prepare and serve as many as 10,000 more meals a day.

That's where a team of returned missionaries—who are also Executive MBA students—stepped in to help.

Drawing on their professional work experience (thirteen years on average) and

management course work, a team of five students gave the MTC the tools needed to multiply the loaves and fishes.

One recommendation was to add an assembly line to build parfaits, sandwiches, and lasagna. Another idea was to reduce the movement of food by preparing it on trays. Using trays for sandwiches cut the prep time by one hour and forty-three minutes per thousand sandwiches. The EMBA team also suggested improving communication

Services' Culinary Support Center—the university's centralized food preparation facility—observing storage practices, watching meals being prepared, and interviewing dozens of employees.

"Seeing Dining Services' operations was impressive," says Tema Hunkin, one of the EMBA students assigned to the project. "We quickly realized the scope of the problem we were dealing with and jumped right in to identify solutions to the issues."

Hunkin also had lunch at the MTC and clocked how long missionaries had to wait in line to get their food. With missionaries waiting between ten and twenty minutes, the team knew something would have to change.

After analyzing their findings, team members presented the changes to BYU Dining Services

in preparation for the enormous surge of missionaries coming this summer. Grateful for the new insights, BYU Dining Services is looking forward to implementing many of the team's recommendations.

"We knew we could count on our EMBA students to find solutions to help us meet this new demand," says BYU Dining Services director Dean Wright. "We're anxious to take good care of the missionaries and make sure they all get fed."

"We have loved solving this problem," Hunkin says. "It has been incredible applying the principles we've learned in the EMBA program while working to build the kingdom at the same time."

— DYLAN ELLSWORTH

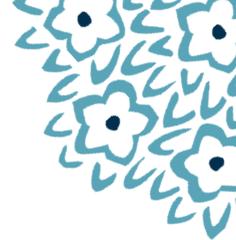
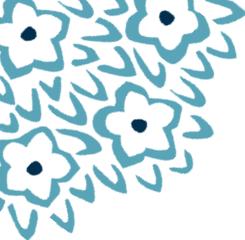
"We knew we could count on our EMBA students to find solutions to help us meet this new demand. We're anxious to take good care of the missionaries and make sure they all get fed."

by adding cross-functional meetings and utilizing text messaging, email, and message boards to reach employees. A Culinary Support Center Hall of Fame program was also proposed to help motivate the workforce, which consists mostly of students.

The team determined that serving time at the MTC could be dramatically reduced by eliminating bottlenecks. By consolidating side dishes and creating full-service salad bars, everyone could get their food faster. They also recommended assigning districts to pick up meals from the sack-meal facility, alleviating the demand in the main cafeteria.

To find these solutions, the students spent more than forty hours at BYU Dining





WHEN BUDGETING BACKFIRES

New research shows pinching pennies can actually cost you more

BY BREMEN LEAK

ILLUSTRATIONS BY IKER AYESTARAN

ON a frigid spring night on the Arbat, Moscow's famed pedestrian shopping district, Christian Dial ducked out of the cold and into a souvenir shop. As his fingers began to thaw, he found a dazzling array of *matryoshki*—wooden nesting dolls with intricate depictions of fairy tales, czars, and even American NFL quarterbacks. With as few as three pieces inside or as many as thirty, the dolls varied as greatly in price and quality as they did in subject matter.

When a store clerk approached, Dial, a medical physics researcher at Virginia Commonwealth University, selected a five-piece *matryoshka* with a traditional matriarchal cast of characters and began to barter. After some back and forth, the price dropped from 1,500 rubles, about \$50, to 1,100 rubles, or \$37. It was still more than he wanted to pay. Finally, the friendly but aggressive clerk asked, “How much

money do you have in your pocket?” Dial answered truthfully: 700 rubles. It was a seller's market now.

In a frenzy, the clerk set off about the store, pulling alternative sets from overcrowded shelves. When she returned, she presented Dial with three new choices, priced at 500, 600, and 700 rubles. The first appeared to have been poorly mass produced. The second featured just one character at multiple sizes, rather than different characters, which he preferred. The third closely resembled his original selection—a quality, hand-painted five-piece set with different characters, but smaller.

Of these options, Dial had no trouble selecting the highest quality *matryoshka*, priced at 700 rubles, which emptied his pockets. The Russian expression for affordable, after all, is *po karmanou*, or “by pocket.”

Whether souvenir hunting abroad or deal hunting at home, savvy shoppers have long hailed budgets as an effective way to avoid overspending—but does naming your own price really save money? Two marketing professors have studied the effects of such self-imposed price limitations, and their findings, published in the *Journal of Marketing Research*, have rocked conventional wisdom.

According to Marriott School professor Jeffrey Larson and Ryan Hamilton of Emory University's Goizueta Business School, when consumers set a budget for a particular purchase, their preferences for high-priced, high-quality items can actually increase. This, in turn, can have the ironic, unintended effect of leading buyers to spend more than if they had not set a budget at all.

To understand the basic premise, it's helpful to think of every purchase as an equation with two variables: price and quality. When you set a budget for a particular purchase—say \$100 for a watch—you essentially fix one variable, price, in order to solve for the second, quality. This partitioning effect, as Larson and Hamilton call it, leads consumers to place more weight on quality during a purchase.

“When you're making a choice,” Hamilton says, “you have to make trade-offs between price and quality. What happens when buyers impose a budget on themselves is they turn a single decision into a two-step process. By doing that, they tend to overemphasize quality and underemphasize price.”

Like Dial, who turned out his pockets for the best matryoshka he could afford, we all fall victim to overspending, but it might happen more often with a budget than without one.

BUDGETING IN THE LAB

Larson and Hamilton's research, which has been picked up by the *The Wall Street Journal* and *The New York Times*, was born out of a mutual desire to understand consumer mindsets—and a shared history.

Both BYU grads, Larson and Hamilton went on to earn PhDs in marketing at the University of Pennsylvania and Northwestern University, respectively. Wonks of the same faith and research interests, they formed an easy friendship during graduate school, rallying at academic conferences. When they

published this paper, they arranged their bylines by order of height—a spoof on the sometimes arbitrary rules of authorship in academic journals. For the record, Larson is three inches taller.

A consumer psychologist, Hamilton says he was interested in the contextual drivers of consumer choice, in this case, salient price restraints. The key word, he says, is *salient*, which he defines as “top of mind, rather than some vague notion deep in the recesses of the mind.”

Larson, a statistician, hoped to measure changes in people's value perceptions as they approached their price limits. “We were looking for a kink,” he says.

To test their theory, Larson and Hamilton ran six rigorous experiments involving nearly 800 participants.

In the first, paid participants were offered a selection of discounted ballpoint pens, ranging in price from \$.99 to \$3.99. Before seeing the prices, half of the participants were asked how much they might spend. Some 59 percent of those who imposed a price limit in advance purchased more

expensive pens, compared with 39 percent of those who did not.

In other experiments, the researchers used online surveys to gauge real consumer preferences for televisions, computers, and other electronics, as well as household goods such as mattresses, garage doors, and luggage. In every case, the results were the same: when imposing a price limit, consumers preferred higher-priced, higher-quality products.

Larson and Hamilton are careful to point out that the price-quality partition does not apply to aggregate budgets, such as grocery bills. A \$3 box of butter, for example, may not yield significant price-quality trade-offs in a \$100 budget for groceries. But danger lurks when consumers set a budget for big-ticket purchases, even with the intent of saving money. For many, the single largest purchase they will make is a home.

HOME BUDGETING

In the shadow of the Superstition Mountains, Arizona's sun-drenched Sonoran Desert is home to roadrunners, the saguaro



cactus, and one of the nation's hottest real estate markets. Lured by a high number of foreclosures and home prices that fell nearly 50 percent from 2007 to 2012, house hunters are flooding Phoenix in search of a sizzling good deal.

Realtor Lorin Hatch, who earned an MPA from the Marriott School in 1974, has served the Phoenix metropolitan area for more than twenty-five years. And although he's seen every kind of buyer, there's always a common thread.

"Most people are budget conscious," he says. "They know what they can afford, and price is often the starting point."

Though financing is primarily the business of the lender, not the realtor, Hatch encourages clients to base their spending limit on what they can afford monthly, including principal, interest, utilities, taxes, fees, maintenance costs, and yard upkeep. From a budgeting perspective, this aggregate figure helps shoppers better identify affordable options.

He also encourages budget-conscious house hunters to base their searches on features, making honest assessments of needs versus wants, so as not to confuse costly luxuries with necessities during the decision-making process.

BUILDING A BETTER BUDGET

1. *Set very low price restraints.*

"If you've got the goal of saving money and want to set a price restraint on yourself, really go after it," Hamilton says. If you would have settled on a \$1,500 TV, for example, set a maximum budget of \$1,000. The goal is to create a restraint that is much lower than you would have naturally spent, Hamilton says.

Alternatively, consider products well below your restraint, Larson adds. "If you've budgeted \$250,000 for a house, you should look at a couple homes in the \$150,000 range. That way, you'll see there's not a large differ-



WE ALL WANT THE BEST MONEY CAN BUY, BUT HOW MUCH WE ULTIMATELY SPEND DEPENDS LARGELY ON OUR ABILITY TO AVOID BAD BUDGETING BEHAVIORS—NO MATTER WHAT WE ARE SHOPPING FOR.

Facing increasingly competitive markets, Hatch's customers are honing their decision-making skills. Their potential reward is a coveted property in the Valley of the Sun, where homes come with stucco exteriors, rust-colored roof tiles, and the occasional palm tree swaying in the breeze.

One of the implications of Larson and Hamilton's research is that consumers who place too much emphasis on quality are more likely to be house poor, living in properties they can't really afford. According to real estate experts, people who are house poor spend a larger proportion of their income on home ownership and therefore have less cash for discretionary items.

"Luxury home buyers are more likely to be house poor, more likely to roll the dice," Hatch explains.

For many buyers, attractive lending rates have made it easy to overspend. In Arizona, buyers can lock in interest rates of 3.5 percent, compared to rates of 18 percent a quarter century ago when Hatch first entered the market. "The rates are so low that you could go considerably higher than you might otherwise afford. You could easily purchase a \$200,000 home instead of a \$100,000 home," he says.

Basic criteria beyond price include square footage, number of bedrooms and bathrooms, garage, and school district. Some luxury criteria might include pools, city views, or LEED certification.

"Typically I work with people who are very realistic in their home purchases and do not overspend," Hatch says.

He tells the story of a Phoenix couple who recently found a house costing just \$5,000 more than a suitable alternative. The monthly payment would have been just \$15 more per month, but the couple passed on the deal. "They didn't do it," Hatch says. "They considered their lifestyle and said, 'We don't want to be tied to our house. We want to live simply and have money for eating out and traveling.'"

We all want the best money can buy, but how much we ultimately spend depends largely on our ability to avoid bad budgeting behaviors—no matter what we are shopping for.

"There is hope," Hamilton says. "This wasn't one of those cognitive biases that researchers sometimes identify where there's really nothing we can do to correct it. There are some pretty easy things we can do to make budgeting work to our benefit."

ence in quality between a top-of-your-budget home and one that costs a few thousand less."

2. *Focus on features.*

"Flip the effect on its head," Larson says. "Instead of saying, 'I plan to spend about \$1,500 on a TV,' say, 'I want it to be a 50-inch LED TV.' You're more likely to spend less money because you're going to buy a reasonably priced 50-inch LED TV."

3. *Pay attention to prices.*

"When people pay just a little bit more attention to price, the effect completely goes away," Hamilton says. Why? Because they break the partition between price and quality, thereby reemphasizing the importance of price in the decision. "You might say, I really don't want to spend more than \$1,500, but I have to compare prices when I get there or I might be fooled," Hamilton says. "That might be enough to restore the value of budgeting." **M**

ABOUT THE AUTHOR

Bremen Leak studied journalism at BYU before joining BusinessWeek in 2005. He now lives and works in Washington, D.C. An avid traveler, he wrote this article in Russia while souvenir hunting.

around the COOLER

BY MEREDITH FRANCOM

1. ROAD TRIP

There's no place like home, but a short getaway can quickly recharge your batteries—even if it's only for a day. Try touring a local factory, taking in an exhibit at a museum, or visiting a new park. Apps like Gogobot, Roadtrippers, and Goby are designed specifically to help you find new things to see in your own neck of the woods. So gas up, take off, and rediscover the charms of your neighborhood.



Oh, What Do You Do in the Summertime?

Summer comes with long hot afternoons, baseball games, and swimming lessons. But amid the hustle and bustle of filling your days, make sure to save time to unwind. Relaxation normalizes metabolism, improves mood, and increases mental agility. Let go with these stress-relieving ideas.

2. MIX IT UP

Freshen up your summer evening with a mocktail. These nonalcoholic fruity drinks are a tasty way to enjoy the season's produce. Find recipes on Pinterest or create your own blend of fresh fruit, soda, and juice. Indulge by pouring the sweet concoction into your best glass. Add an umbrella for an island touch.



3. SWING TIME

Create a nook for all that reading you've been meaning to catch up on by hanging a porch swing. Start from scratch with building plans from newyankee.com or buy a kit that comes with everything pre-cut. If you want to get creative, try repurposing an old door. Add a soft touch with pillows, and you'll have a retreat to be proud of.

4. HIT THE TRAIL

Whether you're an avid outdoorsman or a novice hiker, seeing the world from the top of a mountain is invigorating and provides the satisfaction of accomplishment. Spice up the trek by hunting for a few geocaches along the way. For information about trail locations, try National Geographic's alltrails.com.

5. COOL OFF

Ice cream is the ultimate summer treat, but not all brands are created equal. To add a little tranquility to your life, splurge and order the good stuff. Many top-of-the-line ice cream makers, such as Graeter's and Talenti, offer front-door delivery anywhere in the United States. Take your indulgence to the next level by serving scoops in a homemade cookie bowl.

6. REEL DEAL

Critics agree: an alfresco movie always gets two thumbs up. Project a family classic onto a white sheet or a fence in the backyard. If you want to invite the neighbors, check out funflicks.com. The company offers inflatable movie screen rentals nationwide so everyone can have a great view. Serve kettle corn and Popsicles to keep the refreshments easy.

7. STAR TREK

Whether you lie on your back or look through a telescope, stargazing is a fun way to unwind. Visit nasa.gov to find local sky maps and constellation information. If you want to get serious about cosmic sightings, join a local astronomy society. These groups host parties where you can simultaneously socialize and get to know the universe.

BY



Holly Munson

INTERVENTION

INBOX



IT WAS AN ORDINARY TUESDAY NIGHT WHEN EVERYTHING WENT DARK. For five million BlackBerry users, email turned eerily silent.

“I quit smoking twenty-eight years ago, and that was easier than being without my BlackBerry,” one sufferer told *The New York Times*.

That was in 2007, predating iPhones, Kindles, and tablets. Since then, our culture of connectivity has only intensified email’s ability to dominate the workday—and the night and the weekend and everything in between.

If you’re in need of some email rehab, don’t despair. There are compelling reasons we succumb to the allure of email. And there are straightforward solutions for the most common pitfalls. The first step to rehabilitation is diagnosing the problem.

NO. 1 DIAGNOSIS

ALWAYS PLUGGED IN

If you live in your inbox, you’re not alone. Consider these numbers:

- In 2012 the average worker sent and received 114 emails a day, spending 28 percent of the workweek managing email.
- 94 percent of respondents to a 2010 survey admitted to checking work email at night, and 78 percent copped to scrolling their inboxes in the bathroom.
- Perhaps most disturbing, nearly half of survey respondents admitted to traveling up to ten miles on vacation to check their email.

This always-on habit has dramatic consequences for office productivity and employee well-being.

According to research firm Basex, \$588 billion in working hours is lost each year due to unnecessary interruptions, particularly email.

And once workers return to other tasks, email fosters a frantic work pace. In a 2012 study by UC Irvine and US Army researchers, people who read email switched between computer windows an average of thirty-seven times an hour—twice as often as those not using email. E-mailers also experienced steady “high alert” heart rates, which are linked to the stress-related hormone cortisol.

WHY WE DO IT

Most of us don’t need harrowing stats to know that constantly checking email isn’t healthy. So what keeps us going back for more?

The answer is both cultural and psychological.

“Corporate culture expects that people stay on top of email,” says Richard Morrell, who earned an MBA from the Marriott School in 1996 and now works as regional vice president of finance for Time Warner Cable. “I think many people believe it impresses others when they send out emails that could very well have waited until business hours. We all get to see how busy and dedicated they are, and the more people they copy, the more they impress. Then others feel obligated to respond in kind.”

Leslie Perlow, author of *Sleeping with Your Smartphone*, calls it the “cycle of responsiveness,” where our own actions amplify the pressure to be “on.” The more people make themselves available, the more requests flow in.

Perlow says this cycle “undermines the way we work, making us less efficient and effective. It also means we have little control over our lives.”

On top of that, email takes advantage of how our brains work, says Tom Stafford, a lecturer in psychology and cognitive science at the University of Sheffield and co-author of *Mind Hacks: Tips & Tools for Using Your Brain*.

One contributing factor is the law of effect. If a behavior is accompanied by a reward, an animal is more likely to repeat the behavior. Email may seem like an odd parallel for food given to lab mice, but for humans, an email can be a reward, providing necessary or interesting information—and even satisfying a basic yearning for connection.

But rewards don’t have to be consistent to work.

“The most effective approach is to give an animal a reward at random intervals,” Stafford says. “Animals trained like this take longer to give up once all rewards for the behavior are removed.”

In this way, email is a lot like gambling. Everyone knows high rollers rarely win big and most emails are mundane. But some messages are exciting—whether it’s a greeting from a friend, a client accepting an offer, or crucial information from a coworker. It’s impossible to know when the jackpot will arrive, but in the hope that it does, we’re compelled to keep checking.

THE SOLUTION

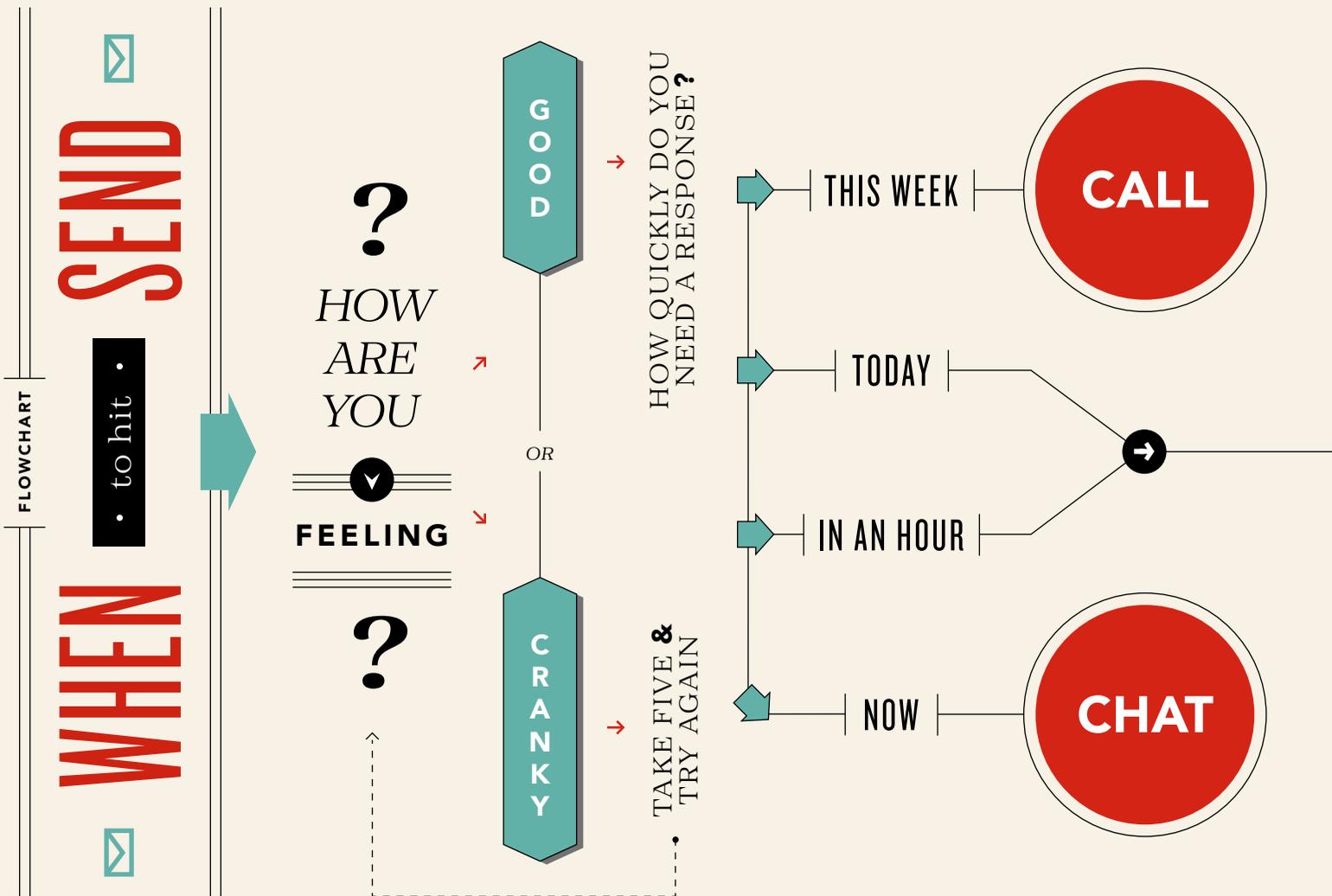
Schedule predictable time off

Choose a time when each team member can be completely off—no emails, phone calls, or texts. To ensure at least some team members are available for clients, alternate evenings.

Another defense is batching. By limiting email to predetermined times, such as an hour before lunch and again at 4 p.m., you can temper the thrill—and distraction—of new messages.

Spread the news about your bold new approach with an explanation in an auto-response or in your email signature. Try something like this:

In an effort to increase productivity, I am currently checking and responding to email from 11 a.m.–12 p.m. and 4–5 p.m. (EST) on weekdays. If you need urgent assistance, please call me at ###-###-####.



It may be nerve racking to think about how colleagues and clients might react to the change. Make sure to pitch it as a productivity gain, particularly for your boss. If she or he is hesitant, propose a test run.

“I was initially terrified of missing important requests and inviting disaster,” Timothy Ferriss explains in his best-selling book, *The 4-Hour Workweek*. “Then nothing happened.”

Even if you feel obligated to respond frequently, simply switching from checking email whenever a new message arrives to once every thirty minutes will offer some relief.

№ 2 DIAGNOSIS

THE WRONG TOOL

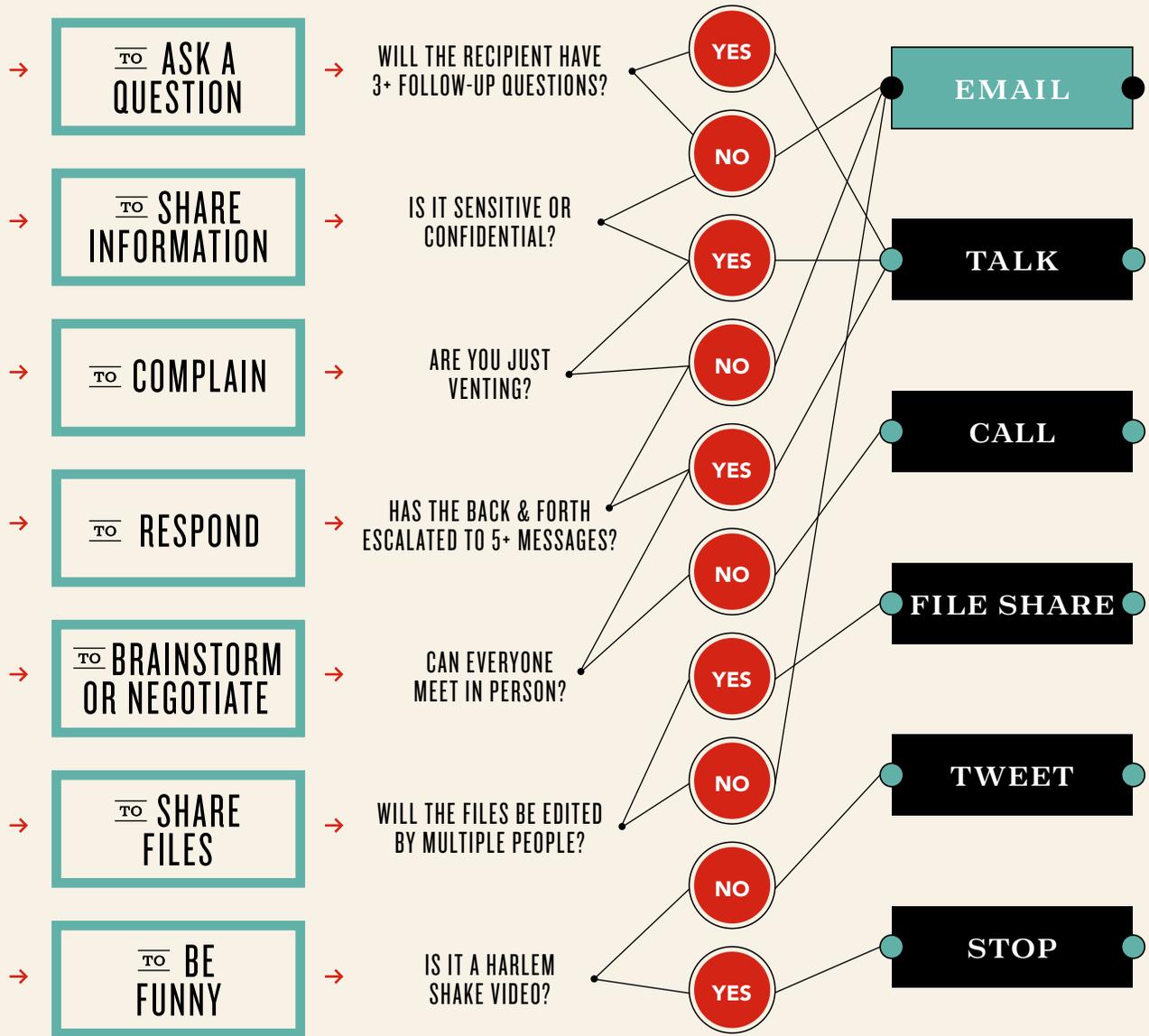
Email is quick, free, and easy, but sometimes it's simply not the best tool.

For collaboration and negotiation, email doesn't provide the needed connection. According to recent research, people who interact via email are less cooperative than people who interact face-to-face. Results improve when an email exchange is preceded by a brief phone conversation.

Email is also ill suited for emotionally charged topics, such as disagreements or criticism, and sensitive information. Like anything online, you never know when someone will click “Forward.”

NYU students learned that lesson the hard way in last year's “Reply-Allpocalypse,” when a sophomore accidentally hit “Reply All” to an ordinary email reminder. Because the listserv was outdated, that reply went to forty thousand students. It didn't take long for coeds to take advantage of the glitch. Over the next twenty-four hours, inboxes were flooded with emails, ranging

WHAT IS THE PURPOSE OF YOUR MESSAGE?



from the conversational (“So, how is everyone today?”) to the annoyed (“This is not funny.”) to the downright creative (“Would you rather fight one hundred duck-sized horses or one horse-sized duck?”). NYU quickly updated its listserv.

WHY WE DO IT

What makes email great is also what leads us to use it when we shouldn’t.

“Email shows just how much we love new information and social contact,” Stafford explains. “We’re gregarious creatures, and email takes advantage of that, adding a

layer of ease and immediacy that isn’t possible with most kinds of communication.”

At the same time it connects us, email offers a sense of distance that makes us feel safer saying things we would avoid face-to-face. Several studies have shown that people evaluate their colleagues more negatively and lie more often when using email rather than pen and paper.

The catch is that emails still have real-world consequences. If you’re trying to settle a disagreement, email may seem like a good way to dodge confrontation. But because you’re more prone to be blunt and

the recipient could misinterpret the message, that initial ease will likely be overshadowed by the escalating tension you wanted to avoid.

THE SOLUTION

Realize that email isn’t always best

“It’s a cold medium that lacks nuance,” says Elizabeth Danzinger, author of *Get to the Point!* “We have become over-reliant on email at the expense of the more personal touch of telephone and face-to-face conversations.”

Not sure when to use email—or not? Take a look at the flowchart above.

COMMUNICATION FAILURE

Egregious emails are generally avoidable with a dose of common sense and courtesy. Chain emails and messages riddled with typos, ROFLs, and BTWS should always be avoided.

More subtle, yet just as frustrating, are ineptly composed messages. Ambiguity is particularly a problem because emails lack nonverbal cues, such as gestures and intonation. Vague, rambling messages confuse recipients and may lead to resentment and an inbox pileup.

And that’s not all. A bad reputation for email can impact the rest of your work, says Brittany Riggs, a 2011 Marriott School graduate and HR management associate for Citigroup.

“I’ve been in quite a few meetings where we talk about potential promotions for employees, and one of the top things we look for is how well they can communicate, particularly with email,” she says. “It may seem like a small thing, but it can make a big difference.”

WHY WE DO IT

The nature of the medium encourages carelessness. Because messages aren’t tangible, they feel less permanent than, say, a printed letter. In reality, an email has a longer shelf life since it’s easy to archive and instantly shareable.

And because email facilitates quick back-and-forth, it feels more conversational and casual than other business communications.

THE SOLUTION

Approach email as if you’re writing a novel

The average number of words individuals email annually is somewhere between *The Old Man and the Sea* and *The Great Gatsby*. Of course, novel quantity doesn’t equal novel quality. It takes line-by-line attention to craft emails that read like a page-turner.

1 SUBJECT LINE

The subject line is your chance to get your message opened. While cheeky phrases may

work for marketing campaigns, your chief concerns should be conveying your point and being specific.

- *To ask a question:* “Lunch tomorrow at 1?” (not: “Lunch tomorrow”)
- *To make a request:* “Your review needed by 3 p.m. today” (not: “Sales report draft”)
- *To share information:* “Dept. meeting moved to Conf. Room 2” (not: “Dept. meeting moved”)

2 SALUTATION

Email may be less formal than a letter, but a salutation is still a staple. “Dropping the greeting is fine once an email turns into a back-and-forth conversation,” says Danzinger, “but for an initial contact, a ‘Dear,’ ‘Hello,’ or ‘Good Morning’ indicates the sender is talking to another human being.”

3 BODY

Each message should have a clear purpose. Ask yourself, “What is my desired outcome?” Convey your purpose early, particularly if you are requesting an action. If you have lengthy details, consider summarizing the main points and covering the rest in an attachment. And, of course, always proofread before sending. Any typos will distract from your message and damage your credibility.

4 SIGNATURE

Your signature should include your full name, organization name, phone number, and

email address. It may include other information, but hold the Gandhi quotes. “Use your emails to convey professionalism, not poetry,” cautions April Callis, an organizational development consultant.

5 ATTACHMENTS

Find yourself forgetting attachments? Both Gmail and Outlook offer options that detect any mention of attachments and remind you to include them.

LIFE BEYOND EMAIL

Working to manage email effectively—by setting boundaries, thoughtfully composing messages, and using email only when it’s the best tool—comes with its challenges. But conquering the constant pull of email does have its benefits.

You may feel what Perlow describes: “Control, relief, delight, a sense of empowerment. As one consultant noted, ‘I have a new spring in my step.’”

They’ve learned the ultimate lesson of email rehab: the less time you spend muddling through your inbox, the more time you’ll have to tackle the important tasks—and enjoy your work and your life. **M**

“MANY PEOPLE BELIEVE IT IMPRESSES OTHERS WHEN THEY SEND OUT EMAILS THAT COULD VERY WELL HAVE WAITED UNTIL BUSINESS HOURS.”



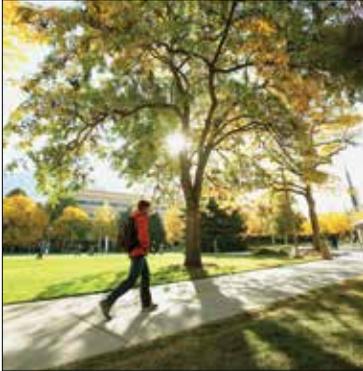
—RICHARD MORRELL



Holly Munson is a writer, editor, and content strategist. She graduated from BYU in 2010 and lives in Philadelphia with her husband, Dave.

School News

Undergraduate Business Program Ranked No. 12



BYU's undergraduate business program soared nine places to No. 12 in *Bloomberg BusinessWeek's* Best Undergraduate Business Schools 2013 rankings. The Marriott School also ranked No. 1 in accounting, No. 2 in ethics, and No. 3 in employer satisfaction.

"BYU is one of the few schools that does very well in both of the main ranking measures—the student and employer surveys," says Geoff Gloeckler, *Bloomberg BusinessWeek* staff editor.

BYU was the only school from Utah in the top 50 and was the second-highest-rated school in the west, behind No. 11 University of California, Berkeley. Notre Dame was No. 1 for the fourth consecutive year. Rounding out the top five were Virginia, Cornell, Washington University in St. Louis, and Pennsylvania.

Only 145 colleges met *BusinessWeek's* rigorous criteria to be considered for the undergraduate business rankings. Schools must have an accredited undergraduate business degree program that meets criteria for program size, age, test scores, grade point averages for business majors, and number of full-time tenured faculty, among other requirements.

Colleges were ranked according to six weighted sets of data: a survey of more than 85,000 students; a survey of 519 corporate recruiters; median starting salaries for graduates; the number of graduates admitted to MBA programs; median starting salary for the most recent graduating class; and an academic quality measure consisting of SAT/ACT test scores for business majors, full-time faculty-to-student ratios in the business program, average class size in core business classes, the percentage of business majors with internships, and the number of hours students spend preparing for class each week.

"We're very excited to see the school in *BusinessWeek's* top tier," says **Gary Cornia**, Marriott School dean. "We're proud of what our students and faculty are doing to build the school's reputation for talent and integrity around the world."

Romney Institute Honors Gwen Holm with Distinguished Alumni Award

The Romney Institute of Public Management honored **Gwen Holm**, director of mission support at NASA's Dryden Flight Research Center, with its 2012 N. Dale Wright Distinguished Alumni Award.

"Holm embodies the personal and professional qualities expected of our graduates," says **David Hart**, director of the Romney Institute. "We celebrate her years of untiring public service."

Holm received the award last fall at a ceremony held in the Hinckley Alumni and Visitors Center. She was chosen by faculty members for her commitment to high standards of excellence and to service at work and in her community.

At the program, **N. Dale Wright**, former Romney Institute director, presented Holm with a painting he created. Several emeritus MPA professors also attended the ceremony, including **Doyle Buckwalter**, **Gloria Wheeler**, and **James McDonald**.

The 1983 MPA graduate is responsible for the flight center's offices of acquisition, finance, facilities, and protective services. Holm was selected for senior executive service in December 2000 and assumed her present position of mission support director in 2001. In 2005 and 2010 she received the rank of meritorious executive for her accomplishments in NASA programs.

When accepting this award, Holm shared her vision for public service.



"Public service is an honor and a great responsibility—we are stewards of taxpayer dollars," Holm said. "Our jobs may seem thankless at times, but we should take great pride in the knowledge that we can make bad things good and good things better."

U.S. News Ranks MBA Program in Top 30

BYU's MBA program jumped four spots, to No. 30, in the *U.S. News & World Report* 2014 Best Graduate Schools rankings. The accounting specialty advanced two spots, to No. 7, and, for the first time, the international specialty was ranked No. 22.

"We're honored by this recognition of our fine faculty and students," says **Joseph Ogden**, assistant dean at the Marriott School. "We're also encouraged by our strong showing among recruiters—coming in at No. 1 for placement at graduation in the west. We know the first job students land has a marked impact on their careers."

More than four hundred accredited schools were surveyed and appear in the rankings. *U.S. News* considers factors such as assessments from recruiters and other business school deans, placement success, mean starting salary of graduates, mean GMAT scores, and acceptance rates. In the specialty categories, business school deans and directors nominate up to ten programs for excellence in each area, and the schools are listed according to those votes.

Schools with the highest placement percentage in the west at graduation were BYU, the University of Washington, and Arizona State. At three months after graduation, the University of Washington led the top-ranked schools in the west, followed by University of California, Berkeley, and BYU.



Michael O'Day of Trano Mirary won first place at the 2012 Social Venture Competition.

Venture Competition and the Social Venture Academy—two Ballard Center for Economic Self-Reliance programs specifically designed to guide students in making a positive impact.

"We work with ideas that are going to solve a problem in the world," says **Liz Fukui**, competition director. "We're fulfilling the motto of the center to do good, better."

This year the Social Venture Competition expanded so students could enter one of three categories—best idea, best product or service, or best venture—at any time of the year. Whenever the team is ready to compete, the Ballard Center will compile a judging panel.

Students now compete against themselves rather than one another. As long as the team's plan is viable, a cash prize of up to \$18,000 is granted. However, the Ballard Center will continue to hold an annual event where all teams accepted in the past year are in the running for an audience choice award.

"Because students were finishing at different times in the semesters, we decided to modify the competition in several ways," Fukui says. "Now it's more effective overall."

For students who want more help, the Social Venture Academy is the best resource to make an idea a reality. The academy is a program designed to map out and test social venture ideas in a classroom setting. Students can join the program at any time.

"Some students have good social concepts to help others but poor business plans," says **Brittany Bird**, academy director. "In the academy they can work through issues to create strong ventures that will succeed. We are the support structure helping them every step of the way."

In the Social Venture Academy, students work through three phases based on

the competition categories: develop the idea, design the product or service, and launch the venture. They set timelines and goals with academy navigators, who advise the teams. The program also helps students connect with industry experts.

To test ideas, academy members can enter their tested social ventures in a variety of competitions. After working with the academy, students are prepared to launch their business.

Warren Price, a graduate student studying youth and family recreation, is an academy success story. His idea blossomed into the registered nonprofit Freedom's Families, an organization that offers recreational therapy to veterans and their families. He recommends the program to anyone attracted to creating a business model.

"I knew where I wanted to go but didn't have a clue how to get there," Price says. "The Social Venture Academy provided a map to my destination. I wouldn't be where I am today without the program."

Utah Startup Marketplace Draws Crowd



Students knew they were in the right place when they saw the sign, "Be awesome. Work for a start-up."

Utah Startup Marketplace (USM) 2013, sponsored by the Rollins Center for Entrepreneurship and Technology, is different from a typical job fair. The one-day event gave five hundred student attendees access to internships and full-time jobs at Utah's newest companies.

"When you work at a start-up, you're on the front lines making decisions that create immediate results," says **Jeff Brown**, director of the event. "These companies need doers—people who will dig in and make things happen."

In past years USM featured successful start-ups OrangeSoda, Doba, and MokiNetworks. This year CoolHotNot, Infuse Medical, and Mozenda, along with twenty-one other companies, scouted for talent.



Ballard Center's New Programs Create Successful Social Ventures

Growing an innovative business idea to help people around the world has never been easier. That's due to the Social

“There are jobs in every area. If you’re a rock-star programmer, a designer, or creative in any way, you could land a full-time job,” says **Josh Nicholls**, second-year MISM student from Seattle and student director of the event. “Being an entrepreneur is not about what you study in school—it’s about what drives you. That’s what start-ups are going to pick up on.”

Derik Krauss, a junior from Bakersfield, California, studying entrepreneurship, hopes to start a business someday. He attended the fair determined to build his business network.

“Getting in early is the dream,” Krauss says. “I want to work for a start-up to get some experience before I do my own thing. The people here are the ones to know.”

BYU VITA Lab Provides Free Tax Assistance

The largest student-run Volunteer Income Tax Assistance (VITA) lab in the country geared up this spring to alleviate one of life’s two certainties—the burden of filing taxes.

During tax season the Marriott School’s annual VITA lab provided free tax preparation service to the community.

Student volunteers prepare more than two thousand returns each year, yielding close to \$3 million in tax refunds—making it the largest, most productive VITA site in the country.

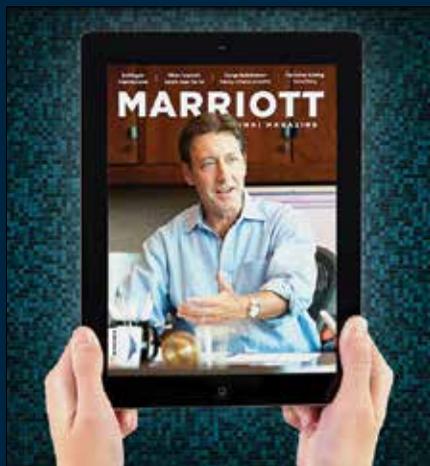
Cassy Budd, who advises the VITA lab and its sponsoring organization Beta Alpha Psi, hopes many will take advantage of the program.

“It gives our students great experience and the ability to apply what they’re learning,” says Budd, an associate accounting professor. “If someone is interested in getting a free service and helping students learn at the same time, using the VITA lab is a great plan.”

Jacob Hager, site coordinator for VITA and second-year Macc student from Camas, Washington, saw the benefits firsthand.

“The VITA lab overlaps with the curriculum students learn in their tax classes, so we get individual experience dealing with income tax returns,” he says. “Even though classes are particularly rigorous during the winter, it is worth it to take time out and volunteer, because it is such a great experience.”

Marriott Alumni Magazine Goes Mobile



Move over, *USA Today*. It’s time to add another app to the favorites list—the iPad version of *Marriott Alumni Magazine*. Looking to increase convenience and ease of access for readers, the Marriott School has released a digital edition.

“We’re trying to move into new channels to reach our audience with the same great content,” says **Joseph Ogden**, assistant dean at the

Marriott School. “We know iPad users are graphically sensitive, so we put a lot of energy into making this a spectacular tool.”

The digital version features the same award-winning design and content as the print publication but provides instant access to previous editions, picture slide shows for select articles, and access to the magazine before it’s released on newsstands.

“We gave the iPad version a lot of attention so that the magazine is as nice digitally as it is in print,” says **Megan Bingham**, *Marriott Alumni Magazine* editor. “We want users to have a similar experience with the digital version as they would reading the print version—whether it be on a subway, bus, or sofa.”

The digital version can be downloaded for free in the iTunes App Store under *Marriott Alumni Magazine*. It is compatible with both the iPad and iPad mini and is expected to be announced on other platforms at a later date.

“The magazine app is another way we are using technology to reach out to our friends and supporters,” says **Gary Cornia**, Marriott School dean. “We have a great story to tell, and now you don’t have to wait for the mail to read it.”

STUDENT NEWS

Students Develop Applicable Life Skills in Competition



Dan Petersen, right, meets with Ron Rallis in the final round of the Marriott School Sales Competition.

Students in Business Management 454: Professional Selling and Sales Management spent all semester learning techniques in anticipation of their very own Marriott School Sales Competition, but, in the process, they found that the lessons learned had immediate value.

“Every role in life requires the ability to sell,” says **Tamara Masters**, business management assistant professor, “whether it’s asking a favor from a friend or actually selling a product or service. The contest was a nice way to sharpen those skills.”

Marriott School Announces 2013 Hawes Scholars



Back row, from left: Nicole Jensen, Tim Hansen, Scott Stonehocker, Nathan Packer, and Sunshine Cardell. Front row, from left: Vandita Razdan, Jimmy Dunn, Sam Wright, and Preston Peterson.

The Marriott School named nine MBA candidates as its 2013 Hawes Scholars. The honor, which carries a cash award of \$10,000, is the highest distinction given to MBA students at the school.

"This award is in recognition of more than academic success," says **Craig Merrill**, MBA program director. "These recipients have an abundance mentality and work to make each other better and to create opportunities for one another. They stand out for their broad contribution."

The 2013 Hawes Scholars are second-year MBA students **Sunshine Cardell**, from Pocatello, Idaho; **Jimmy Dunn**, from Shaker Heights, Ohio; **Tim Hansen**, from West Jordan, Utah;

Nicole Jensen, from Othello, Washington; **Nathan Packer**, from Fruit Heights, Utah; **Preston Peterson**, from Rigby, Idaho; **Vandita Razdan**, from Kurukshetra, India; **Scott Stonehocker**, from Calgary, Alberta, Canada; and **Sam Wright**, from Draper, Utah.

Students and faculty nominate and vote on each year's Hawes Scholars. Final selection is made by the Hawes Scholar Committee and is based on academic performance, leadership maturity, and a commitment to high ethical standards.

Named for successful corporate executive Rodney A. Hawes Jr. and his wife, Beverly, the award was created in 1998 to recognize the accomplishments of graduating MBA students.

The Hawes Scholar award is one of many initiatives made possible by the Hawes Endowment, a gift of more than \$2 million used to facilitate the growth and enhancement of the Marriott School's nationally ranked MBA program. Mr. Hawes, a Baker Scholar from the Harvard Business School, and his wife wanted to create a tradition at the Marriott School that recognizes and rewards excellence among students entering the business world. He served as chairman and CEO of Life Re Corporation, a leading provider of life reinsurance in the United States. He is the former director of the W. R. Berkley Corporation. In addition to being widely recognized for his expertise in financial matters, Hawes has a reputation for integrity, hard work, and community service.

To prepare for the competition, students were taught to focus on the challenges businesses face and spent the semester learning the formula for making a successful sales call: researching, asking questions, and listening.

Students spent hours practicing techniques, watching videos of sales calls, and analyzing footage. During the final week of class, students showcased what they learned in the competition before their peers and judges.

The winner of the event was **Dan Petersen**, a senior marketing major from Salem, Virginia. **Jordan Smith**, an entrepreneurship senior from Draper, Utah, took second place. **Kyle Barton**, a senior marketing major from Highland, Utah, took third.

Preliminary rounds were sponsored by Kraft Foods, Qualtrics, and Q90; each company sent a representative to role-play with students making a sales call each round.

Coca-Cola sponsored the final round of the tournament, and Ron Rallis, director of the company's on-premise channels, acted as a restaurant owner interested in changing soft drink providers. Students, playing the role of Coca-Cola representatives, were given seven minutes to identify his needs and set up a return call.

"It's really important to ask the right kinds of questions," Rallis says. "You need to become a consultant for the business rather than a salesman so that you can offer solutions to help."

Business Model Competition Winner Moves on to Harvard Final



With its foot-hugging, baby breathing monitor already receiving notoriety from media across the country, this year's Business Model Competition winner—Owlet Protection Enterprises—knocked the competition's socks off.

Sponsored by the Miller New Venture Challenge, the competition awarded

Owlet \$3,000 in prize money. Additionally, Owlet will be sponsored by the Rollins Center for Entrepreneurship and Technology as the team squares off against other student entrepreneurs at Harvard this summer.

“This is a unique competition,” says **Nathan Furr**, entrepreneurship professor and competition creator. “It encourages students to go through the crucial step of testing their assumptions with customers in the field to get viable solutions.”

Owlet team member Jacob Colvin said winning the competition was incredible.

“BYU has been a fantastic springboard for our company,” says the European studies major from Alpine, Utah. “We look forward to participating in the international competition as an opportunity to get more feedback so we can take our idea to market.”

In addition to the recent buzz from Mashable, Huffington Post, and ABC News, the Owlet team was honored as Student Innovators of the Year and as winners of the Big Idea Competition, proving them to be an entrepreneurial force to be reckoned with.

Owlet beat out four other teams in the final round, where competitors gave eight-minute presentations about their business validation process. A question-and-answer period from the panel of judges followed the team demonstrations. Second and third place went to Vacation Races and Intuiplan, respectively, with FiberFix taking fourth and Medlock fifth.

“Judging this year was the most difficult yet,” Furr said. “I see every one of these teams as having massive potential. They have each done something phenomenal and will change the world.”

BYU Grad Wins Global Entrepreneurship Competition



BYU’s 2012 Entrepreneur of the Year, **Brad Moss**, reached another business milestone when his company, React

Games, won first place in the graduate student category at the 2012 Global Student Entrepreneur Awards (GSEA).

Hosted at the New York Stock Exchange, the annual competition handed prizes to successful student-run businesses. The Entrepreneur’s Organization—a network of more than eight thousand businesses in forty countries—sponsored the global event, which was open to high school, undergraduate, and graduate students.

“Winning this competition gives me confidence,” Moss says. “I know we’re making good business decisions to come out on top at this international event. It has given me even more drive to move forward in an aggressive way.”

Facing off with other successful companies, React Games was given the top prize by a panel of judges comprised of representatives from the Kauffman Foundation, Cisco, *New York Times*, NYSE Euronext, *Upstart Business Journal*, and former GSEA champions.

Founded in 2008, React Games has released more than thirty games across several computer platforms and worked with several corporate giants, such as Disney, Hasbro, and Intel.

Although Moss and his partners launched the company on their own, Moss knew a strong business foundation would be essential and decided to further his education at BYU in 2010.

“I started my company with a lot of passion and intuition,” Moss says. “The MBA program gave me a broader understanding of how to create market strategies, identify opportunities, and best competitors.”

BYU Earns Top Spot at Business Language Case Competition

BYU teams captured top Chinese and Spanish honors at the 2012 Business Language Case Competition, the only business language competition of its kind in the nation.

Students were given two weeks to prepare a business plan and presentation examining if a product should enter a new country and how it could gain an advantage in a new marketplace. First place and \$1,000 went to the team that conveyed the best case analysis in each language category.



“It was a great experience to put into practice the things we’ve learned in class and to apply business principles in a professional setting,” says **Tyson Bryan**, a senior finance major from Las Vegas and member of the winning Spanish team.

Bryan and his teammates—Jeremy Huppe, a senior Latin American studies major from Kennewick, Washington; and **Greg Zollinger**, a senior finance major from Idaho Falls, Idaho—spent early mornings and late nights putting together a championship-worthy case.

“It was rewarding to see all of the hard work and long hours that went into preparing for the competition pay off,” Zollinger says.

The trophy winners for the Chinese division were BYU students **Tyson Anderson**, a premanagement senior from Gilbert, Arizona; Zack Wester, an Asian studies senior from Horseshoe Bend, Idaho; and Chris Weinberger, a senior Chinese major from Draper, Utah.

The BYU-hosted competition is sponsored by the Whitmore Global Management Center CIBER and Same Day Translations, a local Utah company.

Top, from left: Chris Weinberger, Tyson Anderson, and Zack Wester won first place in the Chinese category at the 2012 Business Language Case Competition.

Above, from left: Tyson Bryan, Jeremy Huppe, and Greg Zollinger won first place in the Spanish category at the 2012 Business Language Case Competition.

The University of Washington CIBER cosponsored the Chinese portion of the competition, and the University of Miami CIBER cosponsored the Spanish section.

A dozen teams came to Provo from ten universities across the United States to compete against one another in the sixth year of the competition. Indiana University claimed second place in both language divisions while Arizona State University placed third in Chinese and American University placed third in Spanish. Rutgers University, the University of Pittsburgh, and the University of Rhode Island were among the other schools that competed.

BYU Scores First Place in Adobe Competition



A team of Marriott School MBA students won first place and \$15,000 by creating improvements for a website in the 2012 Adobe Digital Analytics Competition.

Each year Adobe hosts the event where graduate students analyze a company's website, present their findings to judges, and angle to win part of the \$27,750 in prize money. The teams worked to develop the website of the 2012 client, Comcast, by crafting improvements based on user experience and website design.

"Our team stuck to the key performance indicators," says **Reid Grawe**, event adviser for BYU and director of information systems career management. "We are proud of how well our students performed against the competition."

This year 160 teams from twelve universities around the country entered the

competition. Teams were given access to statistics from the live website and had three weeks to analyze. Plans were narrowed down by judges from Adobe and Comcast, who looked for successful recommendations for business improvement.

The top six teams included the University of California, Berkeley; New York University; the University of Missouri; University of Texas at Austin; and two teams from BYU. The finalists gathered at the new Adobe building in Lehi, Utah, to present their cases.

The winning team was made up of second-year MBA students **Jared Ferguson**, from Provo; **Tyler Ruby**, from Murrieta, California; and **Ryan Terry**, from Phoenix.

"Initially, the participation of the big schools gave me anxiety," Ferguson says. "However, I realized it was our opportunity to show that BYU students can compete with the best in the country."

FACULTY NEWS

Having a Tony Stark at the Office Is Fine as Long as You Hire a Pepper Potts

Not every company has an Iron Man, but many have a Tony Stark—a highly powerful, intensely focused individual who often ignores risk in order to achieve his or her goals.

That's usually a good thing—as long as companies also hire a Pepper Potts to keep their powerful leaders grounded, according to new research coauthored by a Marriott School professor.

"Organizations need to anticipate the tendency of their most powerful members to leap without looking," says study coauthor **Katie Liljenquist**, professor of organizational leadership. "The remedy is to surround them with people who can see other angles or play a devil's advocate role to point out risk. Interestingly, it is the low-power members of the organization who are best equipped to do this."

The study, appearing in the *Journal of Experimental Social Psychology*, found that powerful people are less likely to see constraints in pursuing their goals. Meanwhile, their low-power counterparts are more aware of the risks around them.

Liljenquist says the phenomenon mirrors the animal kingdom: Predators have evolved to have an extremely narrow eye focus for tracking prey, but this compromises their peripheral vision. Meanwhile, prey animals sacrifice such visual focus for more sensitive peripheral vision that tracks movement and potential threats in the surrounding environment.

"In business settings you need both," Liljenquist says. "You need the people with that unfettered confidence and optimism and the willingness to take big risks, but you also need those low-power individuals who say, 'Hey, wait a second. Let's identify the pitfalls.'"

The study included two experiments, the first of which measured how power affects memory for goal-facilitating or goal-constraining information.

In that experiment, participants were given a goal, such as traveling to the Amazon, and were then primed with a set of statements about the new venture. Half the statements were goal-constraining (e.g., "You are afraid of some of the native animals") and half were goal-facilitating (e.g., "You have prior experience visiting jungles").

Researchers found that high-power participants recalled less goal-constraining information than low-power participants.

The second experiment asked participants to finish a fairy tale about a king and his princess daughter. The results showed that powerful people don't even conceive of threats when they create imaginary narratives.

The study was led by Jennifer Whitson, an assistant professor of business at the University of Texas at Austin's McCombs School of Business. Other contributing researchers are from Columbia University, New York University, Stanford University, and the University of Colorado Boulder.

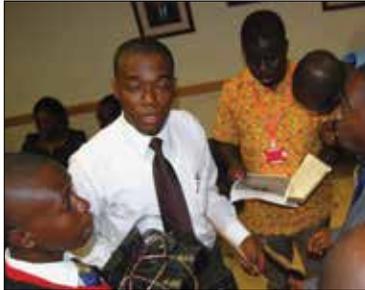


Professor Katie Liljenquist coauthored new research with a professor at the University of Texas on powerful leaders.

Alumni News

MANAGEMENT SOCIETY

First Management Society Chapter Formed in Africa



The Management Society extended its reach to Africa this spring with a chapter in Accra, Ghana. The newest members of the society are looking forward to creating change for Ghanaians by focusing on the Management Society's mission to foster integrity in business.

"Being the first chapter in Africa places a huge responsibility on our shoulders," explains Seth Ayim, president of the new chapter. "We are pioneers leading Ghana and Africa in championing moral and ethical leadership. We come to the table determined to succeed."

The chapter came about through a serendipitous meeting between Ayim and Management Society steering committee member **Chet Harmer** at an LDSTech conference in Salt Lake City. Always ready to help other professionals, Harmer encouraged and supported Ayim throughout the process of forming a new chapter.

"There is something unique about Seth," Harmer says. "It takes a person who can catch the Management Society's vision but also follow through. He is dependable, works hard, and gets results."

The Ghana Chapter has already solicited twenty members, including accountants, media professionals, and IT managers. To fulfill the Management Society's goal of developing business leaders, the new chapter members are planning several events to benefit their area.

The first is a quarterly career fair for Ghanaian college students. The new chapter plans on partnering with BYU-Idaho Pathway Program to assist students with

computer fundamentals, English, and basic math skills. The group also plans to encourage members to pursue professional development through graduate studies in Ghana and abroad by sponsoring scholarships.

"They are embracing all the ideas of the Management Society," says **Rixa Oman**, Management Society executive director. "Their excitement is inspiring."

The BYU Management Society links together managers, executives, lawyers, accountants, bankers, investors, and other professionals. With more than ninety chapters in twenty-five countries, the organization is committed to growing moral and ethical leadership around the world in addition to supporting BYU and promoting lifelong learning, service, and networking opportunities.

MBA Alum Circles Globe



Jamie Shaw first caught the travel bug as an MBA student at the Marriott School. She had never left the country before but decided to participate in a new business study abroad program to several Asian countries. From the first stop, she was smitten.

"I decided then and there that I would work internationally," Shaw says. "I didn't know how, but I knew I had to make it happen." The only problem was that Shaw's future field of human resources isn't exactly known for travel, especially internationally. But Shaw stuck with her goal

and is now globe-trotting for most of the year. She has lived in Brazil, India, and Turkey over the last few years as part of her position at Event Knowledge Services (EKS).

After graduating with her MBA in 1998, Shaw worked for Verizon as a recruiting project specialist. A few years later, she joined the Salt Lake Winter Olympics Organizing Committee as manager of HR planning and operations, where she first became acquainted with her current employer. After a four-year stint as manager of HR business systems at Starbucks, Shaw joined Swiss-based EKS in 2006 as a senior consultant.

Her time now is split between trips around the world to manage event bids and act as a workforce consultant. Past clients include the New Delhi 2010 Commonwealth Games, the Lexington 2010 World Equestrian Games, and the Sochi 2014 Winter Olympic Games.

When working on a bid, Shaw typically acts as project manager, a unique challenge due to the international nature of her work. "We come from several different countries, and almost all of us have different lengths of experience in a number of areas," she says. "My job is to pull the team together and make sure the work is tracked and managed well."

One of her most successful recent projects was the bid for the 2016 Rio de Janeiro Olympics, which involved living in the city and managing the technical details of the bid, with its dozens of writers and working parts.

"It was a very exciting project," Shaw says. "I was living in a place I loved, and I was very passionate about Brazil and their chance to host the games. Being in Salt Lake showed me how much the Olympics changed the city, so it was an incredible experience to give that to another place I loved."

When she isn't racking up SkyMiles, Shaw sets her suitcases down in Draper, Utah. She enjoys photography and was recently named Southern Utah University's Young Alumnus of the Year.

CLASS NOTES

1973



After graduating in management in 1973, **Marty Arrington** worked for several years in health care.

First she helped establish the association for physician assistants in Washington, D.C., and then she worked as a hospital administrator in Brooklyn. After her husband, George, passed away in 2002, she returned to school, earning a master of education in media and technology from the University of West Georgia in 2005. She now works as the media specialist at Russell Elementary School in Smyrna, Georgia,

which has been recognized as having an exemplary media program by the state. Arrington is a teacher and librarian to more than 700 students. She has received numerous recognitions throughout her education career, including being named Cobb County Media Specialist of the Year.

Arrington has one son and lives in Powder Springs, Georgia.

1975



Since graduating with a master's in organizational behavior in 1975, **Dave Hanna** built a career covering endeavors such as consulting

and writing in a number of industries. Hanna began his career at Procter &

Gamble as an organization effectiveness manager. He then moved to positions with FranklinCovey and Confluence Experience before settling into his current role as principal at The RBL Group. There he acts as an executive development program leader and a consultant to the group's many clients.

Hanna has authored three books on organizational effectiveness and is an in-demand public speaker. His most recent book, *The Organizational Survival Code*, will be released this year. In 2002 Hanna received the William G. Dyer Award for distinguished alumni from the Marriott School.

He and his wife, Charlotte, have five children and live in Mapleton, Utah. He enjoys photography, history, and travel.

Giving Back, One Drop at a Time



Cameron Moll knew he wanted to give something back to the customers who made his entrepreneurial venture a success, but he had no idea it would take him halfway around the world with an international celebrity.

Moll, a 2003 management graduate, began his career as a graphic designer and blogger. As his blog's popularity grew, Moll began getting frequent requests from companies to post design job opportunities. Moll obliged, but once the demand got too big for pro bono placement on his sidebar, he turned his attention to a new business venture: Authentic Jobs. It took Moll five years to grow the business while still working at his day job.

"Eventually we got to the point where it was substantial enough for me to take it on as my full-time role," he says. "We now have a few employees and several contractors."

Moll's position as president and founder of the company allows him to wear several different hats. Through his regular use of social media to promote job opportunities, he came in contact with charity: water, an organization dedicated to bringing clean drinking water to developing nations. "I was intrigued by what they were doing," Moll says. "There is nothing more fundamental than the basic element of water."

With his high-traffic website and deep connections to the design and creative fields, Moll began using Authentic Jobs as a means to lead an annual campaign for the nonprofit. In three years his company raised more than \$75,000. Because of his involvement, Moll and his wife traveled with charity: water to Ethiopia in 2012 to help build the wells their customers had funded. Coming along on the trip were none other than superstar Will Smith and his wife, Jada Pinkett Smith.

"For three days, from sunup to sundown, we traveled from village to village," Moll says. "Some had received a well already, and others were anticipating receiving a well. It was an amazing sight to give more than four hundred people access to clean water."

But Moll's dedication to giving back doesn't stop in Africa. Authentic Jobs has been giving a percentage of its revenue to microloan organization Kiva since its inception and regularly holds giveaways as a way to thank its users.

"At the end of the day, if I can't say I've done more than just make money, that really concerns me," Moll says. "Yes, it is fantastic to help people find work, but I want anything I'm involved in to be contributing to the community."

Aside from his business and charity work, Moll continues to be a graphic designer on the side, creating original letterpress prints of buildings such as the Salt Lake Temple and the Colosseum in Rome solely from letters and symbols.

Moll and his wife, Suzanne, have five children and live in Sarasota, Florida, where he is also a youth sports coach and an in-demand speaker at design conferences.

1979



Stephen Boyd, a 1979 MBA graduate, recently retired as managing partner at ClearChoice Management Services, a successful growth venture in the health care industry. He will remain involved as a member of the company's board. Boyd's career has included more than two decades of executive positions at MediaOne Group, U.S. West, and AT&T. He is a member of the Marriott School's National Advisory Council and the Denver Management Society.

Boyd and his wife, Nancy, have five children and live in Greenwood Village, Colorado. He is a private pilot and enjoys traveling and golfing.

1984



Anthony Misseldine turned his degree in business finance into a successful career in commercial litigation and real estate law.

After graduating from BYU in 1984, Misseldine went on to earn his JD from Lewis & Clark College. He has been practicing law for twenty-six years, joining the firm JacksonWhite in 2011. Misseldine often represents financial institutions for loan enforcement, market valuation proceeding, and defense against borrower litigation.

Misseldine is a member of the Arizona State Bar and the Chandler Chamber of Commerce public policy committee, along with other community and industry organizations. He recently received the prestigious AV Preeminent Peer Review Rating from lawyer rating service Martindale-Hubbell for his professionalism and integrity. He was also named as the Arizona representative to Owners' Counsel of America, a prestigious group of eminent domain lawyers.

Misseldine and his wife, Wendy, have four children and live in Mesa, Arizona. He enjoys traveling and attending sporting events with his children.

1985

Karl Nicholson, a 1985 MPA graduate, has kept busy since retiring as a computer systems engineer for the Department of Veterans Affairs in 2000. He

put his technical skills to use during the 2002 Salt Lake Olympics as a volunteer in the information technology department. He spent the next four years running a small business restoring old photographs. He now volunteers as the webmaster for a site dedicated to Cold War air force veterans.

Nicholson and his wife, Maxilyn, live in Salt Lake City.

1986



MAcc graduate **Mark Gassaway** has spent the last decade of his career working for Clark County, Washington, where he was

recently promoted to finance director. He now oversees the accounting operations, review, and auditor's office for the county of nearly 425,000 people. He was previously a senior financial analyst for the county, before which he worked in various accounting and auditing positions at Xerox company ACS and the Cascade Corporation.

Gassaway enjoys serving in the Vancouver Public Schools Lunch Buddy program, where he eats with and mentors an elementary-school student each week. He has also served as a youth sports coach for the past twenty years. He and his wife, Sherri, have five children and live in Vancouver, Washington.



Lin Whatcott, a 1986 MAcc graduate, knows a thing or two about the health care industry. Whatcott began his career at KPMG, spending nine years focused on financial services and health care. For the past sixteen years he has worked at DaVita Health-Care Partners, a leading kidney care and medical group company. His current role is senior director of corporate accounting, where he oversees 125 employees in accounts payable and payroll. Whatcott's dedication and insider knowledge has allowed him to be involved in a variety of departments and projects, most recently focused on day-to-day operations.

Whatcott competed on the BYU track and cross-country teams as a student, and he still enjoys participating in an

occasional competitive race. He is an avid BYU basketball and football fan and also manages his company's involvement with the United Way.

Whatcott and his wife, Suzie, have six children and live in Maple Valley, Washington.

1987



As director of retail product development at the J.R. Simplot Company, 1987 MBA graduate **Gary Laney** oversees the launch

of new food product brands into retail grocery stores. His most recent project was the launch of CravOn Never Fried French Fries, Simplot's return to retail grocery products after an eighteen-year hiatus. Prior to joining Simplot, Laney was director of business development at Syngenta's vegetable division. He also spent thirteen years at Heinz, finishing as director of frozen food mergers and acquisitions.

Laney is a member of the Marriott School's marketing advisory board and has been a guest speaker at the Hugh O'Brian Youth Leadership Conference for the past twenty years. He is an avid outdoorsman and enjoys wakeboarding, backpacking, and hunting, along with playing classical organ. Laney and his wife, Calista, have three children and live in Boise, Idaho.

1988



Andrew Johnson's career is a perfect mix of taxes and beef—just how he dreamed it would be. After graduating with his MAcc in

1988, Johnson went to work for Arthur Andersen. A few years later he and a colleague formed Peisner Johnson & Company, a firm that has become a leader in state and local tax compliance. Johnson was recently recognized by *CPA Practice Advisor* magazine as a top expert in state and local taxes.

When he's not at the office, Johnson and his family live on and operate the 700-acre Johnson Ranch, selling products online at steakburger.com. Their family farm houses up to 150 head of cattle, is a

profitable business, and provides learning opportunities for the entire family.

Johnson and his wife, Diane, have eight children and live in Milford, Texas. Johnson is very involved in the community, working with the Boy Scouts of America and serving as president of the local high school booster club.

1991



Brady Giles has spent his entire career in health care. The 1991 MBA graduate worked for Intermountain Healthcare as director

of operations for medical clinics around Utah before moving to his current position as chief operations officer for Physician Group of Utah. In this role he oversees the daily operations of the company's thirty-five medical clinics and 110 physicians around the state. Giles loves that his job allows him to bring people together to accomplish great things as they work to provide quality care for patients.

Giles and his wife, Kristen, have four children and live in Highland, Utah. In his spare time he enjoys exercising and reading.

1996



MBA graduate **Cory Jensen** is a partner at the Rockies Standard Oil Company, where he raises capital with investors looking for

oil and gas projects in the Rockies. Before joining his current company, Jensen was vice president of business development at Liberty Pioneer Energy Source. His experience in oil stems from his years securing land for mineral leases in Texas and Utah. He also worked for five years as CFO of Lehi Roller Mills. Jensen is a board member of the MORE Project, a humanitarian aid organization in Brazil.

Jensen enjoys mountain biking, snowshoeing, and riding his Harley. He and his wife, Traci, have four children and live in Alpine, Utah.

1998

Former BYU quarterback and 1998 finance graduate, **Paul Shoemaker** took a turn from the gridiron to the boardroom.



Shoemaker spent the first fifteen years of his career in the private-client group at Merrill Lynch. He is now first

vice president, wealth advisor, and branch manager at Morgan Stanley, where he leads client-portfolio management and a team of more than fifty employees in the firm's downtown Salt Lake office.

Shoemaker is active with the Cystic Fibrosis Foundation and raises money each year through the Chad Lewis golf tournament. He and his wife, Katie, have five children and live in South Jordan, Utah. He enjoys participating in triathlons and coaching youth football.

2000



Ryan Hawkins, a 2000 accounting graduate, recently became tax director at Acme Building Brands, where

he oversees all tax functions for the building-product manufacturer. He also works as an adjunct professor at Texas Christian University, teaching classes on taxation. Hawkins earned his master's in accountancy from the University of Utah and began his career with PricewaterhouseCoopers before becoming tax principal at military contractor DynCorp International. He was hired directly into his current role at Acme.

Hawkins and his wife, Joanna, have two children and live in Grand Prairie, Texas. Hawkins enjoys playing the piano and drums, investing in real estate, and serving in the Management Society's Fort Worth Chapter.



After beginning his career in the hotel industry as senior assistant controller and director of finance at the Renaissance

Baltimore Harborplace Hotel and the Ritz-Carlton, Marina del Rey, 2000 finance graduate **Joel Cundick** made the jump to financial planning. He is currently a financial planner for The Corcoran Group, where he advises executives around the world on complex financial decisions.

Cundick has been a certified financial planner since 2007.

Cundick volunteers with Junior Achievement. He enjoys coaching youth soccer and participating in 100-plus mile cycling rides. Cundick and his wife, Kristin, have four children and live in Olney, Maryland.

2001



MBA graduate **Brandon Hadlock** has worked in a number of industries ranging from banking to videography and technology. Prior to

his current job he worked as director of marketing for private bank Direct Mortgage Corporation and as assistant director of *katrinahousing.com*, where he helped broker emergency relief housing for Hurricane Katrina survivors. His current position is web editor at EMC², a top-ten technology company that focuses on cloud, data, and trust. There Hadlock publishes product documentation to the company's support site and helps manage product-support pages.

Further showcasing his diverse interests, Hadlock and his wife, Christine, are currently cowriting a screenplay on the life of Hungarian composer Zoltan Kodaly. Hadlock also enjoys cooking and ballroom dancing. The couple has five children and lives in Lehi, Utah.

2002



Since earning her MPA in 2002, **Koreen Hansen** has worked for the state of California's Department of Finance. She is the principal

program-budget analyst, serves as the chief fiscal policy advisor to the governor, and leads a team in analysis of legislation and budgets.

Hansen started as an associate finance budget analyst, working her way to her current position, which is the highest civil-service post in the organization not requiring an appointment. In her decade in the Department of Finance, she has been exposed to 150 departmental budgets and twenty-seven control sections of the annual budget, many covering high-profile state programs.

Accounting Grad Rewrites His Story



Whether it's the crisp binding of a book straight off the press or the vibrant design of an e-book, 1999 MAcc graduate **Brad Farmer** loves all aspects of his job in the publishing industry.

"It's fun to be in a field that has such great tradition and history," says Farmer, noting that all major world movements—from the Reformation to the American Revolution—had a book behind them as a driving force. The growth of e-readers has dramati-

cally changed an industry that had remained static for centuries, but Farmer says it is a great time to be a publisher and see the changes in the industry.

Farmer's journey from public accountant at Merrill Lynch to his current position as CEO of international publisher Gibbs Smith reads like a page-turner. After growing up with a love of books, he was in the middle of his accounting career when he met a neighbor working for his future employer. The neighbor's daily work—varying from meeting with authors on different topics to overseeing printing—was fascinating to Farmer. When the opportunity arose, Farmer traded in his balance sheets for manuscripts and began working as the company's chief operating officer. When he recently became CEO, the transition from working almost solely on accounting projects to a variety of other projects was exciting and nerve-racking.

"Every single book is its own entrepreneurial adventure," Farmer says. Each project includes market research, financial projections, marketing strategy, and production. "We publish more than one hundred books per year and look into three to four times that many projects. We are essentially looking at starting mini-businesses each week."

Gibbs Smith's books range from state history textbooks for thirty-six states to architecture, cooking, and children's books, including the BabyLit and 101 Things to Do With series. Farmer manages client relations, production, distribution, and the company's forty-three employees. He enjoys the opportunity to be constantly learning about a variety of subjects.

Farmer's dedication to the publishing industry doesn't stop at the office. He is a member of multiple publishing boards and planning committees and regularly visits local schools to discuss careers in publishing—even creating an e-book with a group of elementary students. With all the sensational and degrading literature available, Farmer aims to lead his company to produce books that inspire and uplift.

Farmer and his wife, Alyson, have five children and live in Layton, Utah. He enjoys camping, hiking, and, of course, curling up with a good book.

Hansen is an avid traveler and takes at least one international vacation each year. She lives in Sacramento, California, where she enjoys gardening, running, and serving in her community.



Michelle Dorrough, a 2002 MPA graduate, is applying management skills learned at the Marriott School to all aspects of her busy

life. She works as director of financial management at Franklin Sensors, a business she started with her husband when he developed a more accurate and user-friendly instant stud finder. However, she recently cut back her hours after the birth of her youngest child. She now balances her involvement in the company with caring for her five children under the age of six and working as a school volunteer, cooperative preschool teacher, and organizer. Dorrough enjoys watching the family business grow but especially loves being involved with her children.

Dorrough and her husband, David, live in Eagle, Idaho. In her spare time she enjoys playing the piano and flute.

2003



MBA graduate **Lonny Ward** is a firm believer in using his skills and education to help lift those in need. As owner of Lonny Ward

Consulting, he works with people in poverty to teach them how to best use their resources and improve their lives. Through his network of organizations and individuals around the world, he has had success with many clients in developing countries. Ward also sits on the boards for nonprofit organizations Koina for Kenya and the Institute for Self-Reliant Agriculture.

Before earning his MBA Ward earned both a bachelor's and a master's degree in animal science from BYU and worked in the agricultural industry as manager of AgReserves and general manager of Morrell Agro Industries.

Ward and his wife, Erika, have seven children and live in Genola, Utah, where he is a member of the town council,

planning commission, and board of adjustments. In his spare time Ward enjoys coaching and Scouting.

2005



Information systems graduate **Edwin Cisneros** has spent the eight years since leaving the Marriott School working as a security, privacy, and risk leader for PricewaterhouseCoopers. There he oversees eleven local staff and nearly 200 remote employees to resolve information security issues for a variety of clients.

Cisneros and his wife, Amy, have four children and live in Houston, Texas, where they like to spend time as a family. Cisneros also finds time to volunteer through company-sponsored service programs.

2006



Otto Shill, a 2006 management graduate, has traded strategy reports for medical charts. He left his position as senior com-

munication specialist at computer support company Symantec to enroll at the Arizona College of Osteopathic Medicine at Midwestern University in 2012. Shill was recently elected president of the local chapter of the Student Osteopathic Medical Association, where he helps his classmates develop their professional networks and extend their outreach. He is also the owner of Otto Shill Translation and Interpretation Services. He has served as lead medical interpreter for the Maliheh Free Clinic in Salt Lake City and hopes to return to the clinic as a

physician after finishing school in 2016.

Shill and his wife, Emily, have two children and live in Glendale, Arizona, where he enjoys reading, fishing, and road cycling.

2008



Management graduate **Brad Hardcastle's** job has him leading the creation and implementation of a compliance system

across nine business units and more than two thousand employees. Hardcastle is director of compliance and internal audit for Verisk Health, a leading provider of health care data analytics and risk assessment, and spends his days developing the company's program by standardizing procedures, monitoring information security, and ensuring regulatory agreement with acts such as HIPAA and SOX. Hardcastle previously worked at Protiviti and Medi-Connect Global before the latter merged with Verisk Health.

Hardcastle and his wife, Lauren, live in Herriman, Utah, with their two young boys. Hardcastle is CERT trained in emergency preparedness and will soon begin the Marriott School's EMBA program. In his spare time he enjoys fly-fishing and playing hide-and-seek with his two-year-old son.

2010



Derrick Bowen, a 2010 master of information systems graduate, is currently an associate at Pariveda Solutions, where he

recently pulled knowledge from his Marriott School classes to complete a large project. He was working to better reconcile the trading system of a multinational financial services company with its general ledger.

"The information systems program was excellent preparation for my career," Bowen says. "The balance between real technical skills and sharp business knowledge fits perfectly with my role as an IT consultant."

Bowen and his wife, Jennifer, live in Humble, Texas, with their two young sons, and they have a baby on the way.

Coding Success at Wal-Mart



Wally works at Wal-Mart. It may sound like a tongue twister, but **Wally Potts's** story is all business. In a little more than two years, Potts has brought in millions of dollars of revenue for the corporation.

Just weeks after graduating with a degree in information systems in 2011, Potts found himself in Bentonville, Arkansas, beginning his career with Wal-Mart Stores Inc. Initially he worked on projects totaling less than one million dollars. However, upper management noticed his strong performance and promoted him to project leader. He soon began manag-

ing larger projects and recently received national project manager professional certification.

"It feels good to be recognized for a job well done," Potts says. "Every day I work to increase the standard of living in dozens of countries by ensuring people can purchase goods at cheaper prices. That is what keeps me going."

In the past eighteen months Potts supervised the fuel rollback project, an initiative to lower costs at Wal-Mart gas stations, and reintroduced the layaway program. By bringing back the popular holiday program, Wal-Mart had a net increase of more than \$900 million in domestic sales.

In his new position with the U.S. customer store systems team, Potts interacts with more than 9,500 stores in thirty countries, working with four million devices—cash registers, controllers, and handheld scanners—with each update he initiates.

Potts says understanding coding and basic software development is critical to his success. But as an intermediary between the technology tools and the industry, he knows explaining computer terms in plain words is his business.

"My job requires me to have knowledge a mile wide and an inch deep," Potts says. "I interact with business analysts, architects, and developers. I need to be able to understand what they present to me."

Potts is excited for his future at Wal-Mart and the opportunities ahead of him. He loves spending time at home with his wife, Adreanne, and their young son.

2012 Annual Report

BYU MARRIOTT SCHOOL OF MANAGEMENT

SCHOOL REPORT

Our Mission

EDUCATION

Attract, develop, and place men and women of faith, character, and professional ability who will become outstanding leaders capable of dealing with change in a competitive global environment.

SCHOLARSHIP

Advance knowledge using strong conceptual and spiritual foundations to identify and solve management problems.

SERVICE

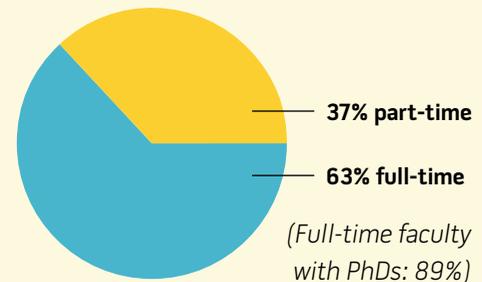
Serve in academic, professional, and civic organizations, extending the benefits of management education and scholarship to the university, to members of The Church of Jesus Christ of Latter-day Saints, and to the world.

National Rankings

RANK	PROGRAM	SOURCE
UNDERGRADUATE		
1st	Accounting	<i>BusinessWeek</i> , 2013
2nd	Ethics Emphasis	<i>BusinessWeek</i> , 2013
2nd	Undergraduate Programs ROI	<i>BusinessWeek</i> , 2013
3rd	Accounting	<i>Public Accounting Report</i> , 2012
6th	Entrepreneurship	<i>Entrepreneur</i> , 2012
8th	Information Systems	<i>BusinessWeek</i> , 2012
12th	Undergraduate Programs	<i>BusinessWeek</i> , 2013
GRADUATE		
1st	MBA (family friendly)	<i>The Princeton Review</i> , 2012
3rd	MAcc	<i>Public Accounting Report</i> , 2012
3rd	MBA (entrepreneurship)	<i>Entrepreneur</i> , 2012
7th	MBA (accounting)	<i>U.S. News and World Report</i> , 2013
15th	MBA	<i>Forbes</i> , 2011
30th	MBA	<i>U.S. News and World Report</i> , 2013

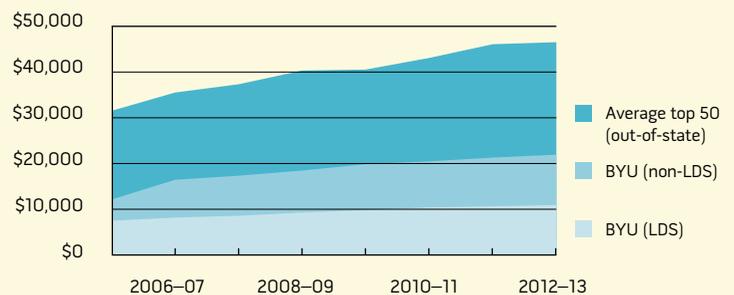
Faculty

Total faculty: 222



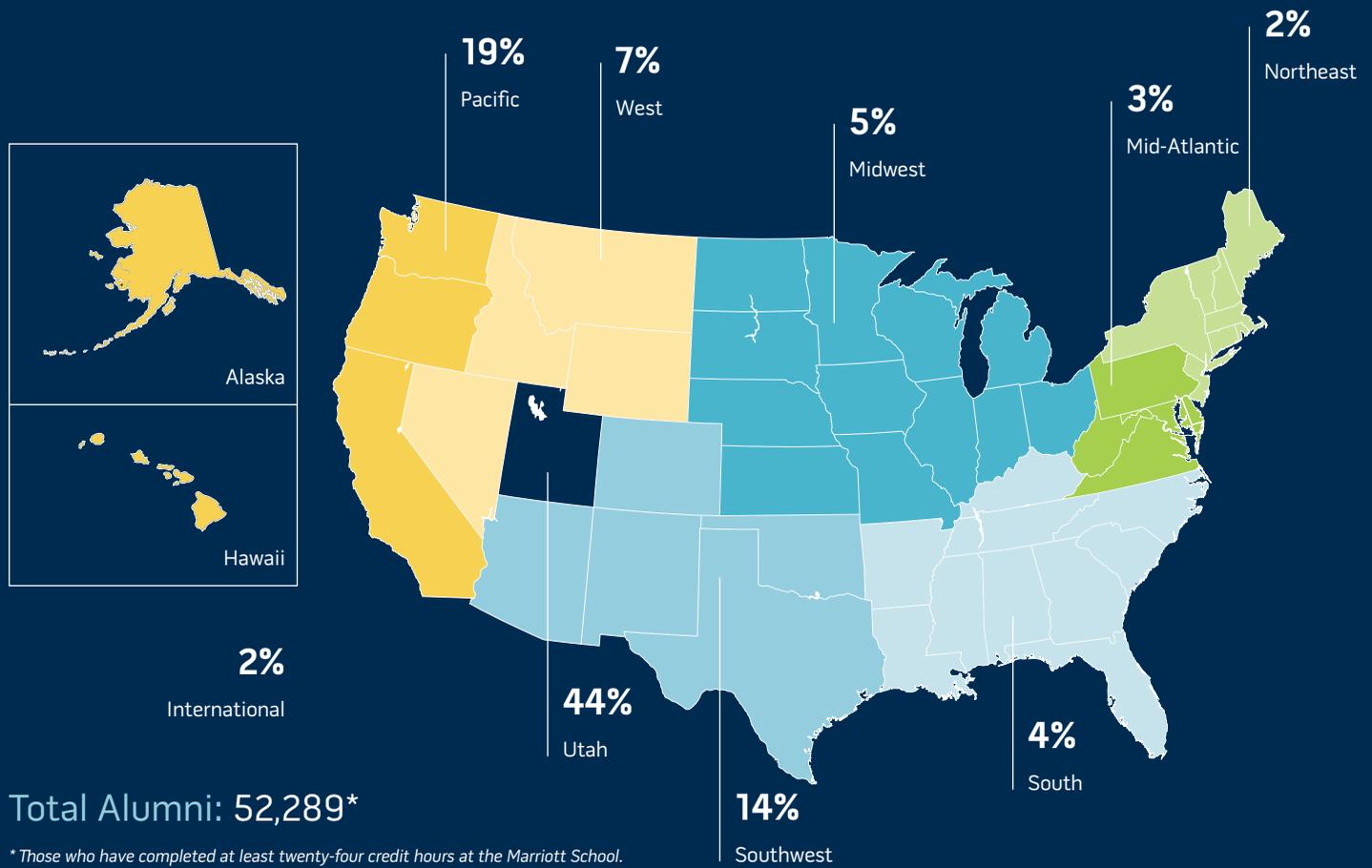
Graduate Tuition

Marriott School vs. top 50 US business schools
(Two semesters)

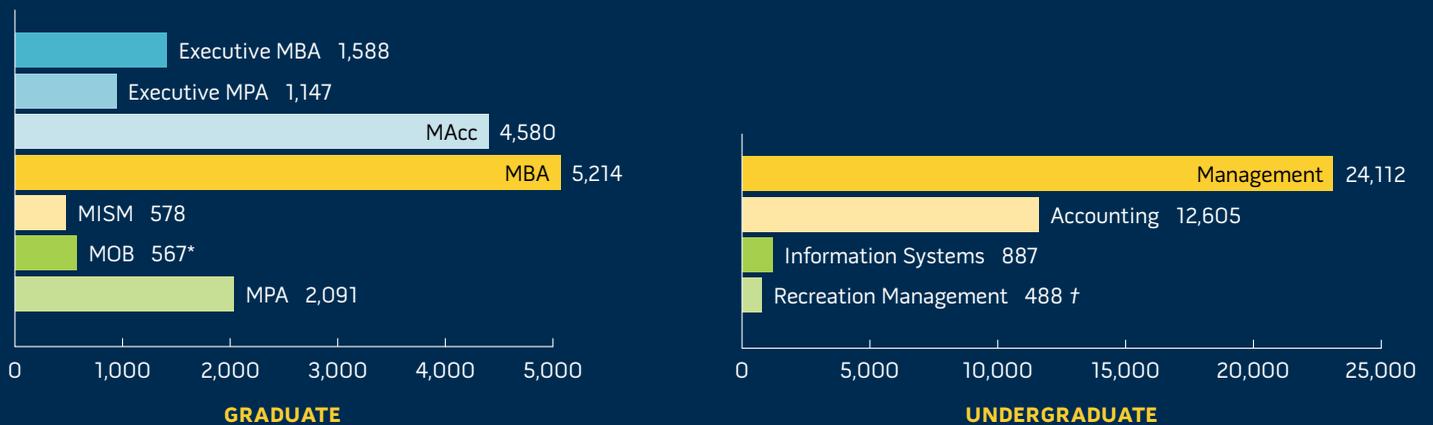


ALUMNI REPORT

Where Marriott School Alumni Reside



Degrees Granted from 1922 to 2012



* The MOB degree is no longer offered. The MBA program now offers an OB/HR major. These charts are not a comprehensive list of all degrees that have been offered by BYU's business school.
 † Does not include degrees awarded before the Recreation Management program was acquired by the Marriott School in 2009.

STUDENT REPORT

Academic Year 2012–13

STUDENT DEMOGRAPHICS	MBA*	MPA*	MISM	MACC	UNDERGRADUATE ENROLLMENT		TOTALS OR WEIGHTED AVG.
					OPEN †	CLOSED	
Number of applicants in 2012	413	115	65	310	na	1,292	2,195
Students entering in 2012 (class of 2014)	168	48	46	161	307	803	1,533
Female	18%	56%	11%	24%	73%	21%	33%
International	13%	10%	9%	9%	4%	11%	9%
Minority	11%	10%	9%	6%	12%	7%	8%
Married	76%	46%	43%	52%	21%	32%	38%
Returned missionaries	79%	67%	83%	75%	40%	75%	69%
Bilingual	67%	67%	74%	68%	na	68%	68%
States represented	22	13	18	19	44	40	48
Countries represented	14	8	4	13	12	31	46
Undergraduate universities	38	11	4	3	na	na	44
Average age	29	27	24	24	22	23	24
Average GMAT score	672	na	625	na	na	na	662
Average entering GPA	3.50	3.66	3.67	3.74	3.17	3.63	3.54
Total number of students enrolled	325	107	86	326	631	1,508	2,983

* Does not include 125 Executive MBA and 130 Executive MPA students currently enrolled.

† Recreation Management programs are open enrollment.

MARRIOTT SCHOOL FINANCIAL AID**	MBA	MPA	MISM	MACC	UNDERGRADUATE ENROLLMENT		TOTALS OR WEIGHTED AVG.
					OPEN †	CLOSED	
Number of students receiving scholarships	183	86	28	114	42	291	744
Percent of students receiving scholarships	56%	80%	33%	35%	7%	19%	25%
Average scholarship amount	\$4,415	\$4,995	\$2,507	\$3,331	\$1,445	\$1,926	\$3,103
Total scholarships	\$808,026	\$429,547	\$70,197	\$379,750	\$60,680	\$560,518	\$2,308,718
Number of students receiving loans	119	18	2	8	na	na	147
Percent of students receiving loans	37%	17%	2%	2%	na	na	17%
Average loan amount	\$14,535	\$14,137	\$17,000	\$13,195	na	na	\$14,447
Total loans	\$1,729,614	\$254,470	\$34,000	\$105,562	na	na	\$2,123,646

** Does not include university or federal aid.

† Recreation Management programs are open enrollment.

The MAcc and MISM programs are five-year integrated programs. Only fifth-year students who are paying graduate tuition are counted as graduate students.

CLASS OF 2012 PLACEMENT	MBA	MPA	MISM	MACC	UNDERGRADUATE ENROLLMENT	
					OPEN †	CLOSED
Average starting base salary	\$95,769	\$46,691	\$62,565	\$55,003	na	\$51,897
Placed at graduation	81%	58%	90%	94%	na	61%
Placed by 30 September 2012	93%	79%	98%	95%	na	65%

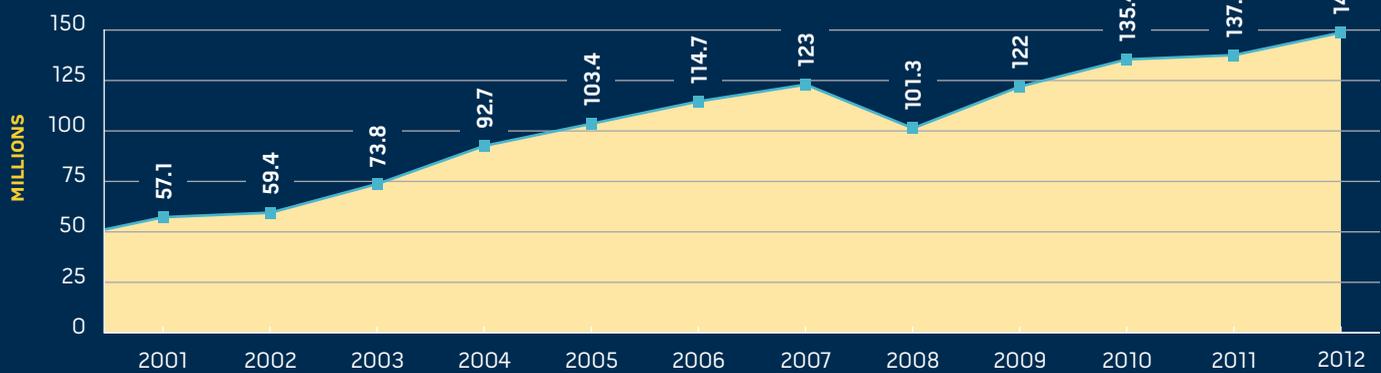
FUNDRAISING REPORT

Contributions from Alumni and Friends



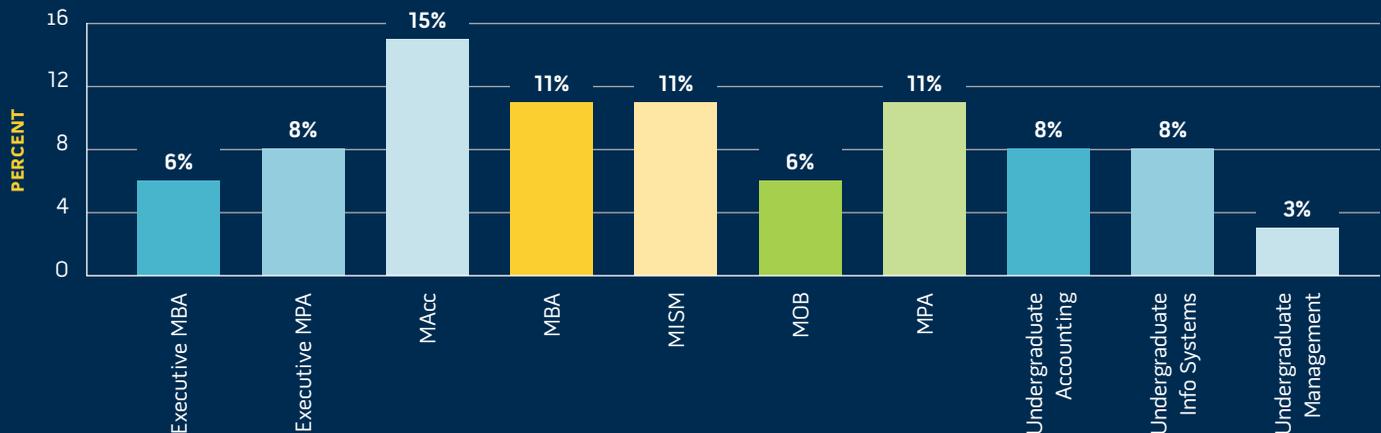
Note: The Tanner Building Addition campaign ran 2005–07.

Marriott School Endowment Growth



Alumni Giving to the Marriott School

Median Alumni Gift: \$75 Average Alumni Gift: \$1,218 Total Alumni Giving: 6%



FINANCIAL REPORT

Endowment Report (in thousands)

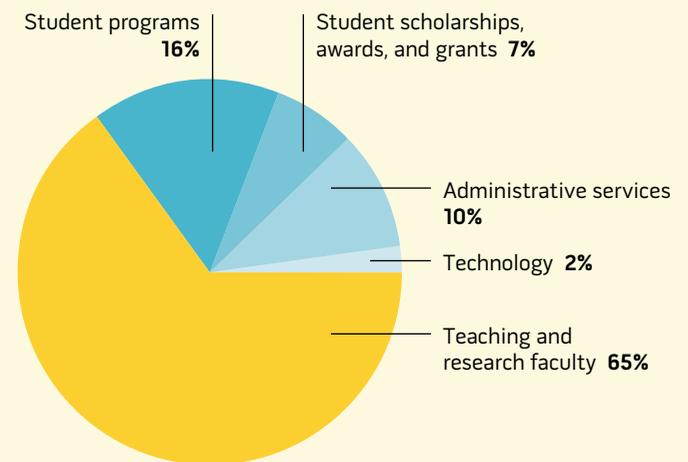
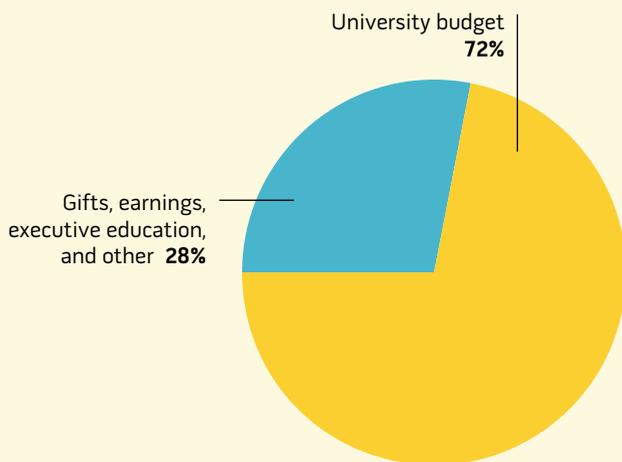
UNRESTRICTED ENDOWMENT	CURRENT FUNDING
College general	\$ 25,502
Academic departments	\$ 13,327
Tanner Building Addition maintenance endowment	\$ 15,252
CENTERS AND INSTITUTES	
Rollins Center for Entrepreneurship and Technology	\$ 14,196
Whitmore Global Management Center	\$ 2,847
Ballard Center for Economic Self-Reliance	\$ 5,034
Peery Institute of Financial Services	\$ 6,083
FACULTY AND STUDENT SUPPORT	
Chairs, professorships, and fellowships	\$ 28,298
Scholarships and student loans	\$ 33,879
Business Career Center	\$ 6,204
Faculty research	\$ 1,499
Total endowment	\$ 148,812

We gratefully acknowledge the generous support of the school's National Advisory Council and many other donors who are supporting the school's effort to raise \$8 million in endowed funds and \$2 million in start-up capital for the World-Class Placement Initiative.



Mark Philbrick

Cash Flows for Operations



SOURCES

USES

FACULTY AWARDS

Professorships

PROFESSORSHIP	2012–13 RECIPIENT
<i>Albrecht, W. Steve</i>	James D. Stice
<i>Alumni</i>	David A. Whetten
<i>Andersen Foundation</i>	W. Steve Albrecht
<i>Ardis, Glenn D.</i>	Douglas F. Prawitt
<i>Beesley, Horace Pratt</i>	Jeffrey H. Dyer
<i>Brown, Denny & Jerri</i>	Hal Heaton
<i>Covey, Stephen Mack</i>	Gary Rhoads
<i>Deloitte & Touche</i>	Monte Swain
<i>Driggs, Douglas & Effie</i>	Keith Vorkink
<i>Edwards, William F.</i>	Grant McQueen
<i>Ernst & Young</i>	Boyd Randall
<i>Ford Motor Company</i>	Michael Swenson
<i>Fred Meyer</i>	R. Bruce Money
<i>Grow, Stewart L.</i>	Larry Walters
<i>Gunnell, Ronald C. & Kaye</i>	Stephen Liddle
<i>Hardy, John W. & Nancy S.</i>	Marshall B. Romney
<i>Hill, Ned C.</i>	Todd Mitton
<i>JC Penney Retail</i>	David B. Whitlark

PROFESSORSHIP	2012–13 RECIPIENT
<i>Johnson, J. Cyril</i>	Nathan Furr
<i>Jones, Alice Belle</i>	Kristen DeTienne
<i>KPMG</i>	Kevin Stocks
<i>Marriott</i>	Gary C. Cornia
<i>Martin, Rachel</i>	Dave N. Stewart
<i>Mary & Ellis</i>	Steven M. Glover
<i>Passey, James M.</i>	Barrett Slade
<i>Peery, H. Taylor</i>	Steven Thorley
<i>Peterson, Joel C.</i>	J. Michael Pinegar
<i>PricewaterhouseCoopers Research</i>	Earl K. Stice
<i>Romney, George W.</i>	Brad Agle
<i>Smith, Robert J.</i>	Robert L. Gardner
<i>Sorensen Family</i>	Lee T. Perry
<i>Staheli, Donald L.</i>	Tom Foster
<i>Stone, O. Leslie</i>	W. Gibb Dyer
<i>Thorsell, Hazel Speirs</i>	Scott Sampson
<i>White, Georgia Thomas</i>	Brian C. Spilker
<i>Whitmore, Kay & Yvonne</i>	Lee Radebaugh

Fellowships

FELLOWSHIP	2012–13 RECIPIENT
<i>Albrecht, LeAnn</i>	Bonnie B. Anderson
<i>Alumni</i>	Nile Hatch
<i>Boyer, Selvoy J.</i>	Anthony Vance
<i>David & Knight</i>	Douglas L. Dean
<i>Deloitte & Touche</i>	Gove Allen
<i>Edwards, William F.</i>	Michael P. Thompson
<i>Garrett, J. Earl & Elaine</i>	Glen Christensen
<i>Garrett, J. Earl & Elaine</i>	Peter Madsen
<i>Goldman Sachs Fellowship</i>	Taylor Nadauld
<i>Jones, Alice Belle</i>	Conan C. Albrecht
<i>Jones, Warren F.</i>	Darron Billeter

FELLOWSHIP	2012–13 RECIPIENT
<i>Jones, Warren F.</i>	Curtis D. LeBaron
<i>NAC</i>	Katie Liljenquist
<i>Peery, H. Taylor</i>	Brian Boyer
<i>Perry, Lee Tom</i>	Teppo Felin
<i>Staheli, Donald L.</i>	John B. Bingham
<i>Staheli, Donald L.</i>	Kristie K. Seawright
<i>White, Steven V.</i>	Jeffrey A. Thompson
<i>Whitman, Robert A. & Wendy</i>	Robert J. Jensen

We express our sincere thanks to the donors who made these opportunities possible.

FACULTY REPORT

Publications

The following scholarly publications were written or edited by Marriott School faculty in 2012. Entries followed by an asterisk indicate collaborative work with authors outside the Marriott School. Space constraints do not allow for full citations; interested parties may email marriottmag@byu.edu.

Scholarly and other books

Brau, James C. "Why Do Firms Go Public?" *The Oxford Handbook of Entrepreneurial Finance*.†

DeTienne, Kristen B. "A Model of Profitable Service Recovery," in *Service Science Research, Strategy and Innovation: Dynamic Knowledge Management Methods*.†

Gardner, Robert L. *Prentice Hall's Federal Taxation 2013 Comprehensive*, twenty-sixth edition.*

Gardner, Robert L. *Prentice Hall's Federal Taxation 2013 Individuals*, twenty-sixth edition.*

Gardner, Robert L., Dave N. Stewart, and Ron G. Worsham. *Tax Research Techniques*, ninth edition.

Godfrey, Paul C. "Strange Bedfellows: Homo Economicus and Positive Organization Scholarship," in *The Oxford Handbook of Positive Organizational Scholarship*.†

LeBaron, Curtis D. "How Gender Creeps into Talk," in *Contemporary Studies in Conversation Analysis*.*

Rhoads, Gary K., Michael J. Swenson, and David B. Whitlark. *BoomStart Marketing: Finding, Funding, and Marketing New Ideas*, first edition.

Romney, Marshall B. *Computer Fraud*, fifth edition.

Romney, Marshall B. *Fraud Auditing*.

Romney, Marshall B. *Fraud Detection*, fifth edition.

Romney, Marshall B. *Fraud Prevention*, fifth edition.

Sandholtz, Kurt W. "Chance, Nécessité, et Naïveté: Ingredients to Create a New Organizational Form," in *The Emergence of Organizations and Markets*.†

Spilker, Brian C., John A. Barrick, and Ron G. Worsham. *McGraw Hill's Taxation of Individuals and Business Entities*, fourth edition.*

Stice, E. Kay and Jim D. Stice. *Intermediate Accounting*, nineteenth edition.

Sudweeks, Bryan L. *Personal Finance: A Complete College Course*, fifth edition.

Sudweeks, Bryan L. *Personal Finance Series Manuals (7 manuals)*, fifth edition.

Walters, Lawrence C. "Land-Based Financing for Local Governments and Land Services," in *Handling Land: Innovative Tools for Land Governance and Secure Tenure*.†

Walters, Lawrence C. "To What Extent Are Property-Related Taxes Effective Value Capture Instruments?" in *Value Capture and Land Policies*.†

Walters, Lawrence C. and Gary C. Cornia. *A Primer on the Property Tax: Administration and Policy*.*

Whitlark, David B. and Gary K. Rhoads. *Stop Think Lead: Managing the Unexpected Bumps in the Road*, first edition.

Whitlark, David B., Michael J. Swenson, and Gary K. Rhoads. *Handbook of Marketing Practice*, first edition.

Witesman, Eva M. "On-Site Collaboration for Organizational Effectiveness: The Shalom Community Center," in *Read to Lead Nonprofit Case Series*.†

Critically reviewed scholarly journal articles

Albrecht, Conan C., Anthony O. Vance, and James V. Hansen. "MetaFraud: A Meta-Learning Framework for Detecting Financial Fraud," *MIS Quarterly*.*

Allen, Gove N. "A Research Note on Representing Part-Whole Relations in Conceptual Modeling," *MIS Quarterly*.*

Barney, Keith W. "Disability Simulations: Using the Social Model of Disability to Update an Experiential Educational Practice," *SCHOLE: A Journal of Leisure Studies and Recreation*.

Barrick, John A. "Post-Casualty Expenses under the Proposed Regulations," *Tax Notes*.

Billeter, Darron M. "The Double-Edged Sword of Signaling Product Effectiveness: How Salient Marketing Can Reduce Product Usage," *Journal of Marketing Research*.*

Bingham, John B. "Working for a Higher Purpose: A Theoretical Framework for Commitment to Organization-Sponsored Causes," *Human Resource Management Review*.*

Black, Erv L., Ted Christensen, and William G. Heninger. "Has the Regulation of Pro Forma Reporting in the U.S. Changed Investors' Perceptions of Pro Forma Earnings Disclosures?" *Journal of Business Finance & Accounting*.*

Brau, James C. "Efficacy of the 1992 Small Business Incentive Act," *Journal of Financial Economic Policy*.*

Brau, James C. "REIT Going Private Decisions," *Journal of Real Estate Finance and Economics*.*

Brau, James C. "Small-Firm Uniqueness and Signaling Theory," *Journal of Business, Economics, and Finance*.*

Brau, James C. "The Desire to Acquire and IPO Long-Run Underperformance," *Journal of Financial and Quantitative Analysis*.*

Burton, F. Greg. "Dominant Owners and Financial Performance of Continental European Firms," *Journal of International Accounting Research*.*

Burton, F. Greg and David A. Wood. "Corporate Managers' Reliance on Internal Auditor Recommendations," *Auditing: A Journal of Practice and Theory*.*

Cherrington, David J. "Reducing Juvenile Recidivism with Cognitive Training and a Cell Phone Follow-Up: An Evaluation of the RealVictory Program," *International Journal of Offender Therapy and Comparative Criminology*.*

Christensen, Ted. "Discussion of 'Why Do Pro Forma and Street Earnings Not Reflect Changes in GAAP? Evidence from SFAS 123R,'" *Review of Accounting Studies*.

† Indicates a chapter or section in a book.

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